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RELEVANT ASSESSMENT AND PEDAGOGIES FOR INCLUSIVE DIGITAL EDUCATION



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# RAPIDE HANDBOOK PROJECT MANAGEMENT PLAN

March, 2021

## EXECUTIVE SUMMARY

The handbook is to describe project management in RAPIDE project to ensure smooth execution of all project activities.

Being part of the Project Management, it sets out the basis for an effective management and coordination of the RAPIDE project. It is a practical guide intended to the coordinator and project partners to ensure timely, quality and budget-related project implementation.

The aim of this document is to:

- Define project team roles and responsibilities
- Define deliverables
- Provide timeline / Gant chart – Time management
- Financial management
- Change management
- Quality management
- Dissemination management
- Communication management
- Impact Framework
- Sustainability
- Reporting

Nevertheless, this Plan is a living document and will be regularly updated according to project needs along its implementation and evolution. Partners will be informed and will receive a copy of the amended document on occasion of each update. The Project Management is intended to be used by all the project partners, to ensure the quality of project management and all its areas.

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## PROJECT MANAGEMENT STRUCTURE

### RAPIDE MANAGEMENT

#### RAPIDE MINDSET

First to understand this strategic partnership here are a few basic rules that form the ground for its healthy existence:



RAPIDE MINDSET is based on the joint goal to ensure successful project results.

RAPIDE MINDSET includes:  
 Effective and efficient project management.  
 Proper risk mitigation.  
 Accepting the possibility to change.  
 Orientation towards high quality.  
 Opportune dissemination, communication and mitigation.

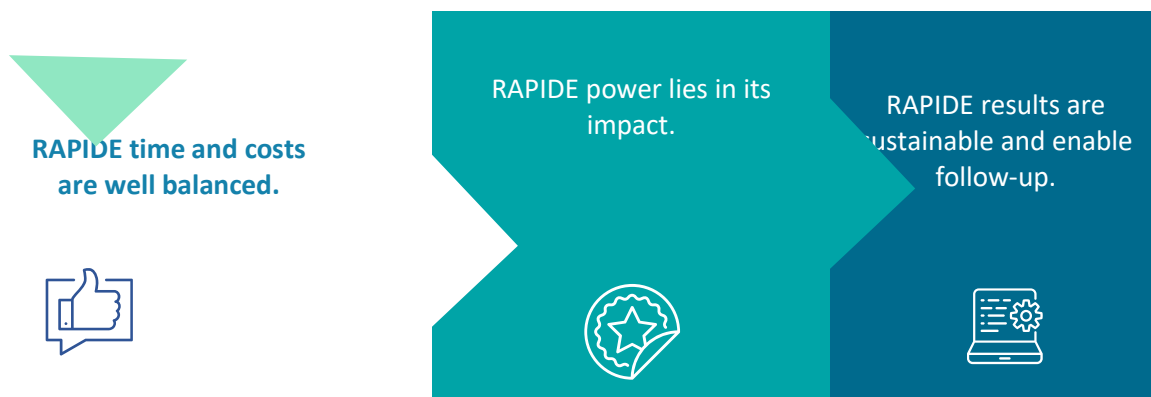


**How do we cooperate in RAPIDE?**  
 RAPIDE project culture is based on four main pillars:  
**COMMUNICATION**  
**EFFECTIVENESS**  
**TRANSPARENCY**  
**NETWORKING**

**What do we do in RAPIDE?**  
 RAPIDE project is:  
 Goals and outcomes - oriented.  
 Meetings and Learning, Training, Teaching activities supported.  
 Multiplier events - exploited.

**Who is who in RAPIDE?**  
 Project roles are assigned according to competences and experience.





## LEGISLATIVE

RAPIDE project is based on partnership consisting of:

- Faculty of Organization and Informatics (FOI), University of Zagreb, Croatia as a Coordinator and partners:
- School of Medicine (SoM), University of Zagreb, Croatia
- Open University (OU), United Kingdom
- Delft University of Technology (TU Delft), Netherlands
- Goethe University (GU), Germany
- University of Rijeka (UNIRI), Croatia.

The legal framework of this partnership is described in Project Grant Agreement:  
<https://drive.google.com/drive/u/0/folders/1IBJ9LRgF1wEpc0HmDKI8ajs-WMLDG33Y>

To ensure proper cooperation between all RAPIDE partners, the Coordinator will prepare partnership agreements and deliver them to all partners for sign. This will be executed during first project trimester and deposited here:  
<https://drive.google.com/drive/u/0/folders/1PG81vckZoa7V3S4eUFG1AeQOkms1C20o>

Partnership Agreement will define the terms that govern the relations between the parties, by establishing their rights and obligations, and lay down the rules of procedure for the work to be carried out in order to successfully implement the project „Relevant assessment and pedagogies for inclusive digital education“, approved by Erasmus+ programme - KA2 - Cooperation for innovation and the exchange of good practice.

## COOPERATION

In order to ensure successful implementation of project RAPIDE we will conceptualize and perform our project work in line with four main principles: 1) communication, 2) transparency, 3) effectiveness and 4) networking



**Communication.** The project team will advocate open communication and effective information flow among all project partners. This implies:

- clear definition of project team roles, responsibility, expectations and deadlines
- timely notification on project meetings/activities/events
- established appropriate communication and collaboration channels.

**Transparency.** Within the RAPIDE project will be established online project document repository where will be stored all project documentation and all project team members will have access to it. Besides, the project team members will be regularly updated on overall project status, status on project activities (performed and next), budget.

<https://drive.google.com/drive/u/0/folders/1-nMRGgyse2nNly9Z5sO3lemsmxIPM0Bm>

**Effectiveness.** Project Manager will be responsible to ensure smooth project implementation which implies:

- continuously monitoring of all project activities
- timely problem/risk recognition and taking, together with Project Coordinator, appropriate measures to avoid project failure
- reasonable financial management including timely unavoidable budget reallocation
- timely assignment of tasks to project team members to ensure deliverables within deadlines.

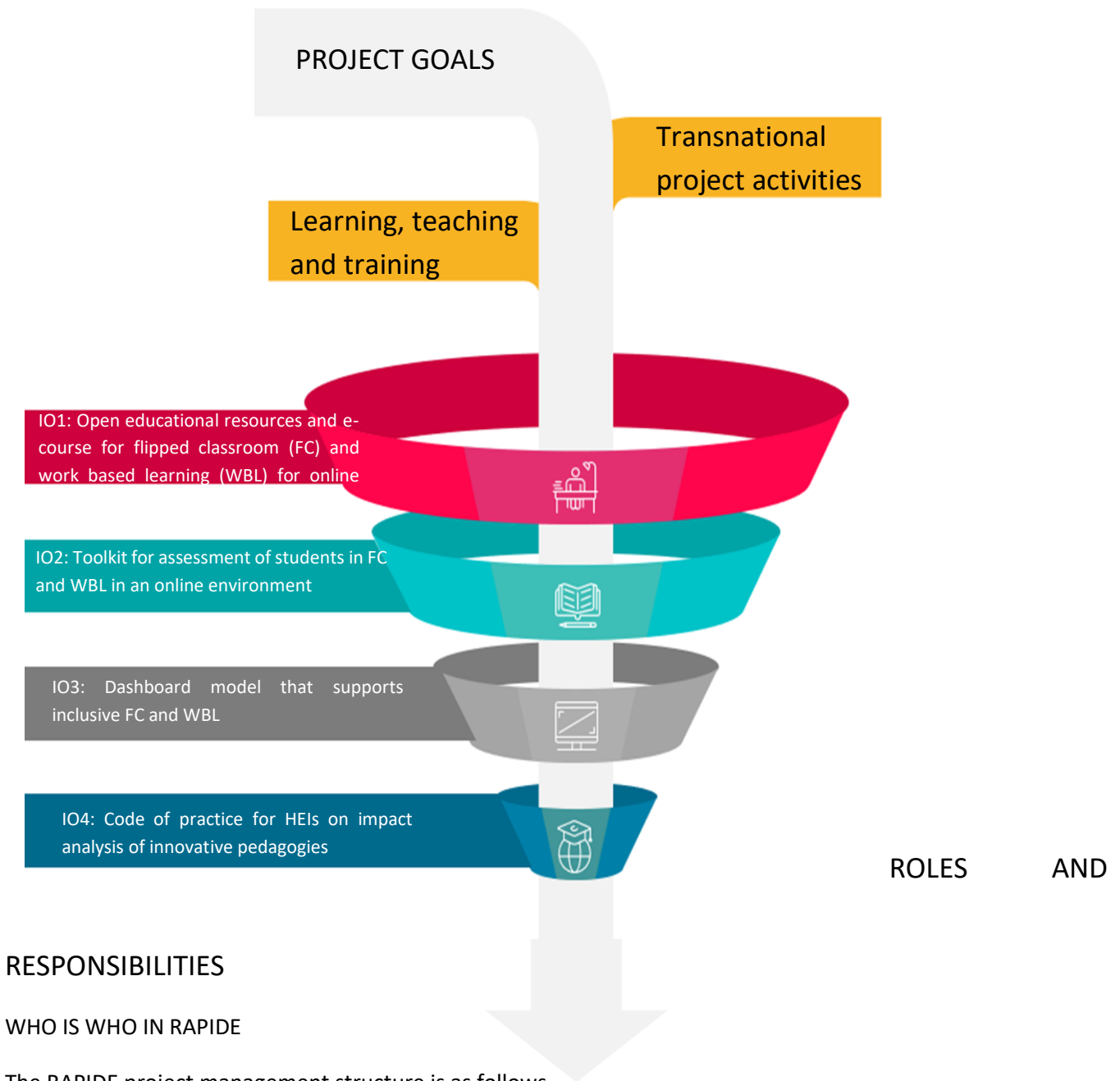
**Networking.** Project coordinator will pay special attention to develop strong connections between all partners to enable positive approach to project activities and result development. The regular communication and fair decision making and informing will be the key modus-operandi in achieving networking goals.

More on RAPIDE communication is described in Dissemination and Communication Plan available here:

#### RAPIDE CONCEPT

RAPIDE project is conceptualized in a following way:

- development: work on Intellectual Outputs
- coordination and support: Transnational Project Meetings and Learning, Teaching and Training activities
- impact and networking: Multiplier events.







**PROJECT COORDINATOR** is responsible for communication with the EC and reporting to EC, financial management, revision of the risk management plan, quality assurance plan, project impact plan, communication, dissemination and exploitation plan.

- **RAPIDE Project Coordinator is prof. Blaženka Divjak, PhD.**

**PROJECT STEERING COMMITTEE (PSC)**, led by Project Coordinator, is the top decision body led by project Coordinator consisting of one member from each partner institution.

For each PSC member a substitute is appointed. PSC is responsible for planning, coordination, decision making, quality assurance, approval of reports and deliverables and monitoring of project progress, that is for successful achievement of project objectives.

PSC is responsible for revising and approval of risk management plan, quality assurance plan, project impact plan, communication plan (internal and external), dissemination and exploitation plan.

Project Steering Committee members are:

#### **UNIZG**

FOI SC member: prof. Blaženka Divjak, PhD.

SoM SC member: assoc. prof. Mirza Žižak

#### **OU**

SC member: prof. Bart Rienties, PhD

Substitute: Francisco Iniesto, PhD

#### **TU DELFT**

SC member: prof. Marcus Specht, PhD

Substitute: Sylvia Walsarie Wolff MSc.

#### **GOETHE UNI**

SC member: prof. Alexander Tillmann, PhD

Substitute: Michael Eichhorn, PhD

#### **UNIRI**

SC member: prof. Marta Žuvić, PhD

Substitute: prof. Nataša Hoić Božić, PhD

**THE PROJECT OFFICE**, led by Project Manager, is established at Coordinators' institution – Faculty of Organization and Informatics within FOI's Centre for International Projects and provide support in services which support project management.

- **RAPIDE Project Manager is Josipa Bađari, MA.**

**Substitute: Petra Vondra, M.Inf**

**RAPIDE Project Office: FOI Center for International Projects**

**INTELLECTUAL OUTPUT LEADERS** are responsible for monitoring activities within their Intellectual Output and for reporting, to assist project coordinator in risk mitigation and communication activities.

- **IO1 leader: Prof. Bart Rienties, PhD - Open University**
- **IO2 leader: Prof. Marcus Specht, PhD - TU Delft**
- **IO3 leader: Prof. Blaženka Divjak, PhD - FOI**
- **IO4 leader: Prof. Hendrik Drachslar, PhD - Goethe University**

**QUALITY ASSURANCE MANAGER IS** responsible to act according to the QA plan. It is obliged to report to the PSC.

- **RAPIDE Quality Assurance Manager is prof. Marta Žuvić, University of Rijeka**

**DISSEMINATION AND COMMUNICATION MANAGER ACTS** according to the Dissemination Plan of the project. It is obliged to report to the PSC.

- **RAPIDE Dissemination and Communication manager is Lana Škvorc, MSc., FOI**

**IOs DELIVERY TEAMS** are listed in the Contact project table which is a living document available here:

<https://docs.google.com/spreadsheets/d/1PwOoQm9E9PwteM6W230LQJCUvvljPlj/edit#gid=512686293>

## ROLES AND RESPONSIBILITIES OF PARTNERS

PARTNER	ROLES AND TASKS
FOI UNIZG	<ul style="list-style-type: none"> <li>• coordinator of the project</li> <li>• leader of IO3: Learning analytics for FC and WBL</li> <li>• coordination of the development of Project management plan (including Risk Mitigation plan, Dissemination plan and Project impact)</li> <li>• coordination of the development of RAPIDE Mooc</li> <li>• providing the Dissemination Manager dealing with the preparation and coordination of project dissemination activities.</li> <li>• the main technological partner for design and development of e-course within IO1 in cooperation with partners.</li> <li>• development of the tool (for an open source LMS) that supports peer assessment and project assessment to demonstrate and enable assessment according to prepared learning material within IO2.</li> <li>• development of dashboards for students and teachers for an open source LMS according to the proposed models within IO3</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• dissemination activities</li> </ul>
SOM UNIZG	<ul style="list-style-type: none"> <li>• an advisor for WBL within IO1 and responsible to ensure the most complex and realistic showcases of WBL thus covering the topic in the most encompassing way</li> <li>• defining and co-creation with other partners business showcases for WBL in order to provide students the opportunity to learn and gain experience from working on real life scenarios</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• dissemination activities</li> </ul>
OU	<ul style="list-style-type: none"> <li>• leader of IO1: Open educational resources and e-course for FC and WBL for use in an online environment</li> <li>• design and co-creation of the tool (IO2) and dashboard (IO3)</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• dissemination activities</li> </ul>
TU DELFT	<ul style="list-style-type: none"> <li>• leader of IO2: Toolkit for assessment of students in FC and WBL</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• dissemination activities</li> </ul>
GU	<ul style="list-style-type: none"> <li>• leader of IO4: Code of practice for HEIs on impact analysis of innovative pedagogies</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• dissemination activities</li> </ul>
UNIRI	<ul style="list-style-type: none"> <li>• horizontal active involvement in the development of all IOs especially responsible to check and knit principles of inclusiveness within all project results (building diversity and inclusiveness, the key values of building the universities of the future and transforming the quality and competitiveness of European higher education)</li> <li>• participate in piloting topics within courses including proposed innovative approaches and supported by students' assessment</li> <li>• project quality control management</li> <li>• dissemination activities</li> </ul>

## CONTACT LIST

RAPIDE team members' contacts are available at:  
<https://docs.google.com/spreadsheets/d/1PwOoQm9E9PwteM6W230LQJCUvvljPli/edit#gid=512686293>

## TIME MANAGEMENT

### WHAT IS THE RAPIDE TIMELINE

RAPIDE time management will be under control of Project Coordinator - Blaženka Divjak and RAPIDE Project Office at FOI UNIZG.

Time management will be handled in a way that the timeline with deadlines and deliverables (intellectual outputs) is compared once in three months by the Project Coordinator.

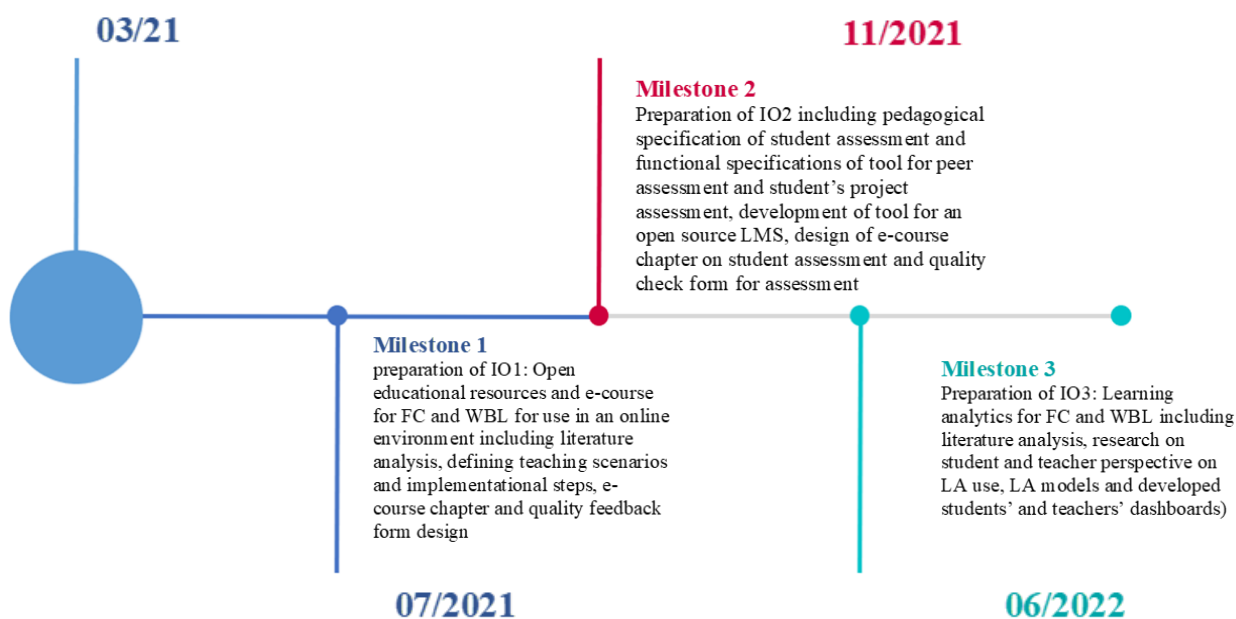
On monthly online meetings partners will always be reminded for coming up deadlines in the next 1-3 months. In Partnership Agreements will be defined budget items for every partner specifically, their obligations, responsibilities and deadlines.

NO.	NAME	TYPE	START DATE	END DATE	RESPONSIBLE/INVOLVED PARTNERS
1	IO1: Open educational resources and e-course for flipped classroom and work-based learning for use in an online environment	Open / online /digital education – Open Education Resource (OER)	2021-03-01	2021-12-31	THE OPEN UNIVERSITY, United Kingdom / All partners
2	IO2: Toolkit for assessment of students in flipped classroom and work based learning	Open / online /digital education – Open Education Resource (OER)	2021-05-01	2022-05-31	TECHNISCHE UNIVERSITEIT DELFT, Netherlands / All partners
3	IO3: Learning analytics for flipped classroom and work based learning	Open / online /digital education – Open Education Resource (OER)	2021-10-01	2022-09-30	UNIVERSITY OF ZAGREB, Croatia / All partners
4	IO4: Code of practice for HEIs on impact analysis of innovative pedagogies	Methodologies / guidelines – Methodological framework for implementation	2021-07-01	2023-02-28	JOHANN WOLFGANG GOETHE UNIVERSITÄT FRANKFURT AM MAIN, Germany / All partners

### RAPIDE IO TIMELINE (M=milestone)

	03-21	04-21	05-21	06-21	07-21	08-21	09-21	10-21	11-21	12-21	01-22	02-22	03-22	04-22	05-22	06-22	07-22	08-22	09-22	10-22	11-22	12-22	01-23	02-23	
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	
IO1: Open educational resources and e-course for flipped classroom and work-based learning for use in an online environment					M																				
IO2: Toolkit for assessment of students in flipped classroom and work based learning										M															
IO3: Learning analytics for flipped classroom and work based learning																					M				
IO4: Code of practice for HEIs on impact analysis of innovative pedagogies																									
	<i>M = Milestone</i>																								

### RAPIDE MILESTONES



### RAPIDE EVENTS

#### TRANSNATIONAL PROJECT MEETINGS

In RAPIDE we will meet face-to-face at five transnational project meetings.

NO.	NAME	PURPOSE	DATE AND DURATION	RESPONSIBLE/INVOLVED PARTNERS
1	KICK-OFF – WELCOME RAPIDE	<ul style="list-style-type: none"> <li>to present project management plan, dissemination plan, partner roles and activities and expected results of the project</li> </ul>	2021-04 (2 DAYS)	UNIVERSITY OF ZAGREB, CROATIA / ALL PARTNERS

2	MEET2FLIP IN UK	<ul style="list-style-type: none"> <li>to give overview on performed activities, achieved results (IO1) and to define upcoming activities</li> <li>to provide inputs to partners to proceed with the further development of IO2 and IO3</li> <li>to discuss the progression of activities according to the project impact framework and project dissemination plan</li> </ul>	2021-07 (1 DAY)	THE OPEN UNIVERSITY, UNITED KINGDOM / ALL PARTNERS
3	MEET2FLIP IN NETHERLANDS	<ul style="list-style-type: none"> <li>to give overview on performed activities, achieved results (IO1 and IO2) and to define the upcoming activities</li> <li>to provide inputs to partners to proceed with the further development of IO3 and IO4</li> <li>to discuss the progression of activities according to the project impact framework and project dissemination plan</li> </ul>	2021-11 (1 DAY)	TECHNISCHE UNIVERSITEIT DELFT, NETHERLANDS / ALL PARTNERS
4	MEET2FLIP IN GERMANY	<ul style="list-style-type: none"> <li>to give overview on performed activities, achieved results (IO2 and IO3)</li> <li>to define upcoming activities</li> <li>to provide inputs to partners to proceed with the further development of IO4</li> <li>to discuss the progression of activities according to the project impact framework and project dissemination plan</li> </ul>	2022-04 (1 DAY)	JOHANN WOLFGANG GOETHE UNIVERSITÄT FRANKFURT AM MAIN, GERMANY / ALL PARTNERS
5	KEEP FLIPPING IN CROATIA	<ul style="list-style-type: none"> <li>to give overview on performed multiplier events</li> <li>discuss achieved project impact and the following steps regarding sustainability and further cooperation of project partners within new initiatives</li> </ul>	2023-01 (1 DAY)	UNIVERSITY OF RIJEKA, CROATIA / ALL PARTNERS

**LEARNING, TEACHING, TRAINING ACTIVITIES – SHORT-TERM JOINT STAFF TRAINING EVENTS**

NO.	NAME	PURPOSE	DATE AND DURATION	RESPONSIBLE/ INVOLVED PARTNERS
1	LET'S INNOVATE TEACHING	<ul style="list-style-type: none"> <li>to provide teachers with hands-on training on using innovative teaching approaches - FC and WBL</li> <li>to get feedback from teachers/participants on content, design and transferability of IO1 and on training performance</li> </ul>	2021-07 (3 days)	THE OPEN UNIVERSITY, United Kingdom / All partners
2	LET'S INNOVATE ASSESSMENT	<ul style="list-style-type: none"> <li>to provide teachers with hands-on training on implementation of students' assessment that supports FC and WBL in an online environment</li> <li>to get feedback from teachers on design, transferability and technical implementation of IO2 and on training performance</li> </ul>	2021-11 (3 days)	TECHNISCHE UNIVERSITEIT DELFT, Netherlands / All partners
3	LET'S INNOVATE SUPPORT	<ul style="list-style-type: none"> <li>to provide teachers with hands-on training on supporting students in an online environment by use of learning analytics</li> <li>to get feedback from teachers/participants on content, design and transferability of IO3 and on training performance.</li> </ul>	2022-04 (3 days)	JOHANN WOLFGANG GOETHE UNIVERSITATFRANKFURT AM MAIN, Germany / All partners

## MULTIPLIER EVENTS

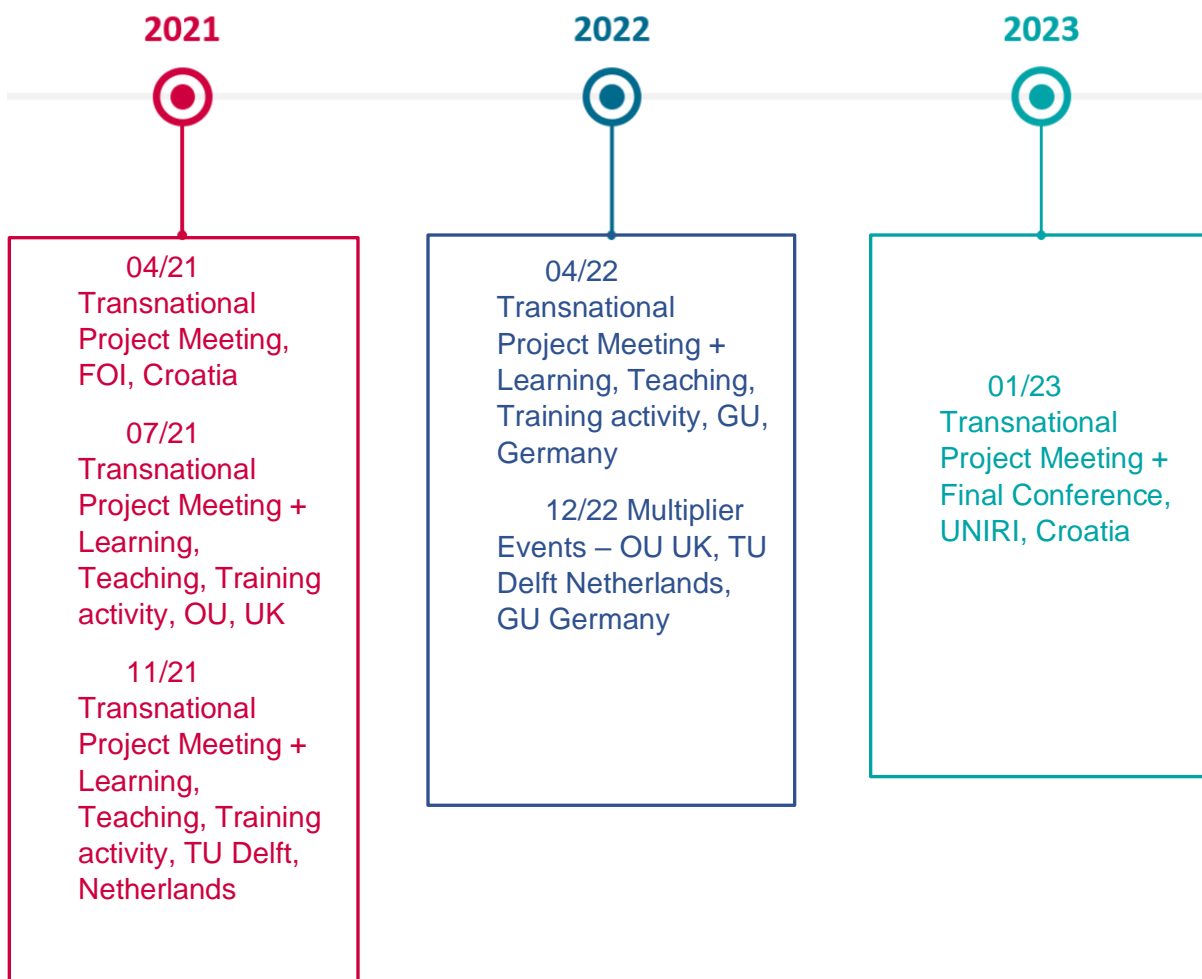
We will extend RAPIDE impact through Multiplier events in UK, Germany, Netherlands and Croatia.

NO.	NAME	PURPOSE	DATE AND DURATION	RESPONSIBLE/ INVOLVED PARTNERS
1	RAPIDE Innovation in UK	<ul style="list-style-type: none"> <li>to promote innovative approaches in online teaching, learning and assessment</li> <li>to foster the potential of transferability and sustainability of project results</li> </ul>	2022-12 (1 day)	THE OPEN UNIVERSITY, United Kingdom

2	RAPIDE Innovation in Netherlands	<ul style="list-style-type: none"> <li>● to promote innovative approaches in online teaching, learning and assessment</li> <li>● to foster the potential of transferability and sustainability of project results</li> </ul>	2022-12 (1 day)	TECHNISCHE UNIVERSITEIT DELFT, Netherlands
3	RAPIDE Innovation in Germany	<ul style="list-style-type: none"> <li>● to promote innovative approaches in online teaching, learning and assessment</li> <li>● to foster the potential of transferability and sustainability of project results</li> </ul>	2022-12 (1 day)	JOHANN WOLFGANG GOETHE UNIVERSITÄT FRANKFURT AM MAIN, Germany
4	Final conference - INNOVATED	<ul style="list-style-type: none"> <li>● to promote innovative approaches in online teaching, learning and assessment</li> <li>● to present achieved project impact and expose conclusions and lessons learned from the performed multiplier events in UK, Netherlands and Germany</li> <li>● to foster the potential of transferability and sustainability of project results</li> </ul>	2023-01 (1 day)	UNIVERSITY OF RIJEKA, Croatia



## RAPIDE EVENTS TIMELINE



## BUDGET MANAGEMENT

RAPIDE budget consists of: Project management and implementation costs, Intellectual outputs costs, Transnational project meetings costs, Multiplier events cost, Learning, Teaching, Training activities costs

1. Every partner is obliged to spend allocated funds according to Grant Agreement
2. All budget expenses should be documented, follow relevant project regulation and should be in compliance with performed activities

3. Every partner can expect first instalment in amount of 80% of their total budget two weeks after signing partnership agreement
4. RAPIDE Project office is always available for support

The management of RAPIDE project is based on the official General Conditions of the Project Grant Agreement available here: [https://ec.europa.eu/programmes/erasmus-plus/resources/documents/model-grant-agreement-2020\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/documents/model-grant-agreement-2020_en)

## COSTS IN RAPIDE

### PROJECT MANAGEMENT AND IMPLEMENTATION COSTS

Project management and implementation costs refer to:

- project management (e.g. planning, finances, coordination and communication between partners, quality management etc.); small scale learning/teaching/training materials, tools, approaches etc.
- virtual cooperation and local project activities (e.g. class-room project work with learners, youth work activities, organisation and mentoring of embedded learning/training activities, etc.)
- information, promotion and dissemination (e.g. brochures, leaflets, web information, etc.).

**Financing mechanism is a contribution to unit costs.** Contribution to the activities of the coordinating organization is 500 EUR per month while contribution to the activities of the other participating organisations is 250 EUR per month.

Supporting documentation / Evidence for spent funds is

- Intellectual output published on Dissemination Platform (Erasmus+)
- Proof of nature of the connection of the person with institution (staff cost)
- Timesheets of persons working

### TRANSNATIONAL PROJECT MEETINGS COSTS

Transnational project meetings costs are costs occurred in participation in meetings between project partners for implementation and coordination purposes. These costs are a contribution to travel and subsistence costs.

**Financing mechanism is the contribution to unit costs. All travel distances between partner institutions are between 100 and 1999 KM which is 575 EUR per participant per meeting.**

Supporting documentation / Evidence for spent funds are:

- Agenda and supporting and working documents
- Signature list of participants
- List of participants/Certificates of attendance
- Travel tickets (in case of travel distance changes)

### Intellectual outputs costs

Intellectual outputs costs are costs related to development of intellectual outputs/tangible deliverables of the project, that is related to development of IO1: Open educational resources and e-course for flipped classroom and work-based learning for use in an online environment, IO2: Toolkit for assessment of students in flipped classroom and work based learning, IO3: Learning analytics for flipped classroom and work based learning and IO4: Code of practice for HEIs on impact analysis of innovative pedagogies.

**Financing mechanism is the contribution to unit costs according to categories: Managers, Teachers/Trainers/Researchers, Technicians, Administrative support staff per partner country.**

Supporting documentation / Evidence for spend funds are:

- Intellectual output published on Dissemination Platform (Erasmus+)
- Proof of nature of the connection of the person with institution
- Statement by the head of the partner organization about the documentation
- Timesheets of persons working on intellectual output

#### MULTIPLIER EVENTS

**Multiplier events** costs are contributions to the costs linked to national events sharing and disseminating the intellectual outputs realized by the project (excluding costs for travel and subsistence of representatives of participating organizations involved in the project).

**Financing mechanism is a contribution to unit costs:** 100 EUR per local participant and 200 EUR per international participant.

Supporting documentation / Evidence for spend funds are:

- Agenda and supporting and working documents
- Events description in the final report
- Signature list of participants

#### LEARNING, TEACHING, TRAINING ACTIVITIES

**Learning, Teaching, Training activities** costs are contribution to the travel costs of participants, including accompanying persons, from their place of origin to the venue of the activity and return,

**Financing mechanism is contribution to unit costs for:**

- **travel** (for travel distances between 100 and 499 KM: 180 EUR per participant; for travel distances between 500 and 1999 KM: 275 EUR per participant) **and**
- **individual support** (up to the 14th day of activity: 106 EUR per day per participant).

Supporting documentation / Evidence for spend funds are:

- Certificates of attendance

**The above evidence for spend funds refers to the implementation of physical activities. If the activities took place virtually, following the Annex to the Agreement: "Additional financial and contractual rules applicable only to projects organizing virtual activities due to the COVID-19 pandemic", the supporting documentation is as follows:**

**Multiplier events:** Video of the virtual multiplier event, Certificates of attendance, Agenda and supporting and working documents

**Learning, Teaching, Training activities:** Certificates of attendance

#### SUPPORTING DOCUMENTATION/EVIDENCE FOR SPEND FUNDS

ACTIVITY COST	REQUIRED DOCUMENTATION
---------------	------------------------

<b>Project management and implementation costs</b>	<ul style="list-style-type: none"> <li>● Intellectual output published on Dissemination Platform (Erasmus+)</li> <li>● Proof of nature of the connection of the person with institution (staff cost)</li> <li>● Timesheets of persons working</li> </ul>
<b>Transnational project meetings costs</b>	<ul style="list-style-type: none"> <li>● Agenda and supporting and working documents</li> <li>● Signature list of participants</li> <li>● List of participants/Certificates of attendance</li> <li>● Travel tickets (in case of travel distance changes)</li> </ul>
<b>Intellectual outputs costs</b>	<ul style="list-style-type: none"> <li>● Intellectual output published on Dissemination Platform (Erasmus+)</li> <li>● Proof of nature of the connection of the person with institution</li> <li>● Statement by the head of the partner organization about the documentation</li> <li>● Timesheets of persons working on intellectual output</li> </ul>
<b>Multiplier events</b>	<ul style="list-style-type: none"> <li>● Agenda and supporting and working documents</li> <li>● Events description in the final report</li> <li>● Signature list of participants</li> </ul>
<b>Learning, Teaching, Training activities</b>	<ul style="list-style-type: none"> <li>● Certificates of attendance</li> </ul>
<b>ACTIVITIES THAT TOOK PLACE VIRTUALLY</b>	
<b>Multiplier events</b>	<ul style="list-style-type: none"> <li>● Video of the virtual multiplier event</li> <li>● Certificates of attendance</li> <li>● Agenda and supporting and working documents</li> </ul>
<b>Learning, Teaching, Training activities</b>	<ul style="list-style-type: none"> <li>● Certificates of attendance</li> </ul>

## BUDGET PER PARTNER

<b>INSTITUTION</b>	<b>Grant</b>	<b>1st installment (80%)</b>	<b>2nd installment (20%)</b>
<b>Faculty of Organization and Informatics, University of Zagreb</b>	<b>Grant</b>	<b>1st installment</b>	<b>2nd installment</b>
Project Management and Implementation	12.000,00	39.273,60	9.818,40
Transnational Project meetings	9.200,00		
Intellectual Outputs	16.960,00		
Multiplier Events	0,00		
Learning, Teaching, Training activities	10.932,00		
<b>TOTAL</b>	<b>49.092,00</b>		
<b>Goethe University</b>	<b>Grant</b>	<b>1st installment</b>	<b>2nd installment</b>
Project Management and Implementation	6.000,00	37.139,20	9.284,80
Transnational Project meetings	4.600,00		

Intellectual Outputs	28.370,00		
Multiplier Events	4.000,00		
Learning, Teaching, Training activities	3.454,00		
<b>TOTAL</b>	<b>46.424,00</b>		
<b>TU Delft</b>	<b>Grant</b>	<b>1st installment</b>	<b>2nd instalment</b>
Project Management and Implementation	6.000,00	39.151,20	9.787,80
Transnational Project meetings	4.600,00		
Intellectual Outputs	31.075,00		
Multiplier Events	4.000,00		
Learning, Teaching, Training activities	3.264,00		
<b>TOTAL</b>	<b>48.939,00</b>		
<b>Open University</b>	<b>Grant</b>	<b>1st installment</b>	<b>2nd instalment</b>
Project Management and Implementation	6.000,00	37.139,20	9.284,80
Transnational Project meetings	4.600,00		
Intellectual Outputs	28.370,00		
Multiplier Events	4.000,00		
Learning, Teaching, Training activities	3.454,00		
<b>TOTAL</b>	<b>46.424,00</b>		
<b>University of Rijeka</b>	<b>Grant</b>	<b>1st installment</b>	<b>2nd instalment</b>
Project Management and Implementation	6.000,00	22.564,80	5.641,20
Transnational Project meetings	4.600,00		
Intellectual Outputs	8.140,00		
Multiplier Events	4.000,00		
Learning, Teaching, Training activities	5.466,00		
	28.206,00		

## Support

Project Office will be in regular communication with all partners to ensure proper grant spending. During the Kick-off meeting of the project, the coordinator will hold the presentation about the use of the grant and the reporting rules and deadlines.

Furthermore, a number of bilateral meetings will be held with the project partners according to their specific needs.

### **Budget Reporting**

Grant management will be done via budget tracker, predefined excel table with total budget per partner, which partner will fill according to the types of costs which occurred in the period of time (every 6 months). This table will also contain explanation fields where partners will explain possible deviations, why they occur and how they plan to solve it, according to the program rules. Except this, all budget expenses should be documented, follow relevant project regulation and should be in compliance with performed activities.

## **RISK MANAGEMENT**

Risk<sup>1</sup> is defined as the possibility of the occurrence of an event associated with a damaging impact on the project.<sup>2</sup> The risk is measured by two factors: the probability of the event to occur and the intensity of the damage to the project in case the event actually occur.

The process of risk management starts at the planning stage and follows the project throughout its lifecycle. Three tasks are included in the planning process: the identification, the assessment and the response planning. Risk control is a process that follows the project until its completion. The project coordinator, together with leaders of intellectual outputs, is responsible to monitor and manage the risk management.

In the Erasmus+ RAPIDE project, the risk management is performed as part of Project Management of project activities and it is under the responsibility of the Faculty of Organization and Informatics.

### **Risk Management Approach**

The Project Coordinator (FOI) will ensure the communication of risks to the project teams and develop project staff awareness of risk management. Risks and risk mitigation strategy plans will be continuously reported in the Periodic Activity Reports to the consortium.

### **Consortium Risk Management**

The RAPIDE consortium has considered consortium related risks that deal with (1) underestimation of some tasks, (2) low productivity and (3) low quality of work.

These risks are already minimized during the selection of partners.

Most of them have been selected following specific criteria:

- They are leaders in their areas of expertise

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<sup>1</sup> <https://www.merriam-webster.com/dictionary/risk>

<sup>2</sup> [https://www.mindtools.com/pages/article/newPPM\\_78.htm](https://www.mindtools.com/pages/article/newPPM_78.htm)

- They are selected after previous successful cooperation, with coordinator or with other trusted members of the consortium
- They all have evidence of a history of successful completion of different projects.

However, these risks will be further minimized and managed by using established methodologies, continuous project planning, monitoring and control (eg. PMI (2017) PMBOK Project Management Body Of Knowledge 6th ed., PMI). Such methodologies are standard practice in the professional work of the consortium partners.

The risk management methodology recommends ongoing control and reports to monitor new risks and to update the partners regarding the status of identified risks.

### Risk Identification

This section presents key identified risks in the Erasmus+ RAPIDE project.

The following table displays the RAPIDE project risk events, derived from the analysis of the project plan:

#### Project implementation, coordination and partnership

DESCRIPTION OF RISK	RESPONSIBLE PARTNER	RISK LEVEL A-D*	EARLY WARNING INDICATORS	PREVENTIVE STEPS/MITIGATION STRATEGY
Budget issues	FOI	D		project budget shall be transferred to partners on-time, otherwise, the realization of project activities will be difficult  regular monitoring deviations in spending (according to the allocated budget) via a financial table which will be periodically (every 6 months) fulfilled by each partner and checked by the Project Coordinator
Conflict between the different managers of the intellectual outputs	All	B	Managers of various tasks, with different interests and points of view, might be reluctant to exchange relevant information.	Continuous open communication among partners on different topics will nurture the feeling of togetherness and healthy cooperation.
Erroneous managerial decisions	All	A	Improper managerial decisions might have delayed impact on the project. A wrong decision taken by management at a certain point of the process might not be detected before creating accumulative serious damage. Thus, creating budget overruns and time delays.	The coordinator will present to the consortium the management status of the project every 6 months, the partners will be presented the possible risks and bring decisions within project steering committee.
Poor cooperation and information exchange between partners.	All	B	Partners are not responding to emails	The project partners are part of one network that should work together to achieve the project goals

				and objectives. A collaborating atmosphere should be applied throughout the project to enable outcomes on time and in budget.
Change in the partners' preferences for implementation		C	Disagreements of project partners	Changes in the partners' preferences, during the project lifecycle, might require alternative developments in the project scope. These might cause disagreements and slow down the implementation. The risk will be mitigated by regular meetings and open communication.
Lack of participation, misunderstandings and bad communication		B	Low participation of partners in project activities	Clear structure of the project action plan, clear assignment of tasks and responsibilities, follow up communication, sending reminders about the dates and all necessary information and intensive communication when necessary
Failure of intellectual outputs because of unplanned obligations and teaching overload of the project team members beyond project		B	Missing the deadlines by project partners	Careful planning of project activities, in terms of timing and alignment with the academic calendar. In order to further mitigate this risk we will nominate a substitute for each project team member
The time-frame of the project implementation deviates from the initial plan		C	Not responding to deadlines	Continuous monitoring of project progress and timely response
Trained teachers in innovative pedagogies do not find enough interested peers to transfer their knowledge and experience with innovative pedagogies		C		Dissemination of research-based results and actions to raise awareness among teaching staff
Potential conflicts in the project regarding the communication		C	Negative emails and conflicts	Clear, open communication between partners will be defined within Communication Plan (open e-mail communication, regular online meetings, open discussions on partner meetings).

### Risks identified within intellectual outputs

OUTPUT TITLE	RESPONSIBLE PARTNER	DESCRIPTION OF RISK	RISK LEVEL A-D*	EARLY WARNING INDICATORS	PREVENTIVE STEPS/MITIGATION STRATEGY
IO1: Open educational resources and e-course for flipped classroom and work-based learning for use in an online environment	OU	Open educational resources and e-course not prepared on time	B	Leading partner does not report about the ongoing activities	<ul style="list-style-type: none"> <li>clear tasks, assignments and dates related to preparation of OER and e-course</li> </ul>
		Not defined all relevant teaching scenarios for integration of FC and WBL in an online environment	B	Quality control identifies major problems	<ul style="list-style-type: none"> <li>thorough desk research and gathering best practice examples on implementation of FC and WBL</li> <li>feedback from teachers</li> </ul>



		Not defined all relevant showcases on implementation FC and WBL in different subject areas and educational systems	B	Quality control identifies major problems	<ul style="list-style-type: none"> <li>thorough desk research and gathering best practice examples on implementation of FC and WBL</li> <li>feedback from teachers</li> </ul>
IO2: Toolkit for assessment of students in flipped classroom and work based learning	TU Delft	Toolkit not prepared on time	B	Leading partner does not report about the ongoing activities	<ul style="list-style-type: none"> <li>clear tasks, assignments and dates related to preparation of toolkit</li> </ul>
		Not identified all relevant showcases on implementation peer and project assessment in different subject areas and educational systems	A	Quality control identifies major problems	<ul style="list-style-type: none"> <li>thorough literature analysis and collation of best practice examples on student assessment</li> <li>feedback from teachers</li> </ul>
		Toolkit does not satisfy user expectations	A	Quality control identifies major problems	<ul style="list-style-type: none"> <li>detailed functional specifications of tool according to users requirements</li> </ul>
		Interdependence of the toolkit and other intellectual outputs can cause a delay	A	Discrepancies between IO leaders	<ul style="list-style-type: none"> <li>close monitoring of project activities</li> </ul>
		Dashboards not prepared on time	B	Leading partner does not report about the ongoing activities	<ul style="list-style-type: none"> <li>clear tasks, assignments and dates related to preparation of dashboards</li> </ul>
IO4: Learning analytics for flipped classroom and work based learning	FOI	Not identified all relevant learning analytics models	B	Quality control identifies major problems	<ul style="list-style-type: none"> <li>thorough literature analysis and collation of best practice examples on implementation of LA</li> <li>involved all relevant experts in preparation LA models</li> <li>feedback from teachers</li> </ul>
		Dashboards do not satisfy user expectations	B	Quality control identifies major problems	<ul style="list-style-type: none"> <li>detailed functional specifications of dashboards according to users requirements</li> <li>involved all relevant experts in preparation dashboards</li> <li>feedback from teachers</li> </ul>

Code of practice for HEIs on impact analysis of innovative pedagogies	GU	Code of Practice not available on time	B	Leading partner does not report about the ongoing activities	clear tasks, assignments and dates related to preparation of Code of Practice
		Insufficient number of interested participants at semi-structured interviews and focus groups	A	Partners do not respond the request to suggest participants	timely planning dissemination activities on importance of innovative pedagogies
		Not appropriate methodology for measuring impact of implementation of FC and WBL	A	Quality control identifies major problems	involved all relevant experts in preparation interpretations of learning analytics feedback on learning analytics from JCC participants
RAPIDE Mooc					

#### DISSEMINATION

DESCRIPTION OF RISK	RESPONSIBLE PARTNER	RISK LEVEL A-D*	EARLY WARNING INDICATORS	PREVENTIVE STEPS/MITIGATION STRATEGY
Media do not publish information and cover events and achievements in the scope of project	FOI	C	Dissemination report negative	Within the dissemination plan will be defined different dissemination channels to widen the project outreach. Press releases will be derived from the project partners and delivered to institutional mass media contacts regularly
Pubic not interested	FOI	C	Low number of reach on social networks	Regular posts and tags of institutions and people to enable better visibility

#### EVENTS

DESCRIPTION OF RISK	RESPOSIBILITY	RISK LEVEL A-D*	EARLY WARNING INDICATORS	PREVENTIVE STEPS/MITIGATION STRATEGY
Insufficient number of interested students at course piloting	PSC	B	Project partners do not report the success among students	timely dissemination and awareness raising action by the included team members

Insufficient number of interested participants at multiplier events	All	B	Project partners do not report successful strategy	timely dissemination and awareness raising action by the included team members / Using the network of contacts of project partners
Inability to perform f2f transnational project meetings	PSC	B	Lock-down or travel restrictions	Continuous monitoring of epidemiologic situation in world due to COVID-19 and timely reorganization of f2f meeting to online
Inability to perform f2f learning, teaching, training activities	PSC	B	Lock-down or travel restrictions	Continuous monitoring of epidemiologic situation in world due to COVID-19 and timely reorganization of f2f activity to online
Inability to perform f2f multiplier events	PSC	B	Lock-down or travel restrictions	Continuous monitoring of epidemiologic situation in world due to COVID-19 and timely reorganization of f2f event to online

RISK LEVEL*	CRITERIA	ACTION REQUIRED
A	Unacceptable under existing circumstances requires immediate action	Risk mitigation mandatory
B	Manageable under risk control & mitigation	Risk mitigation required
C	Acceptable after review of the operation. Requires continued tracking and recorded action plans	Risk mitigation is optional
D	Acceptable with continued data collection and trending for continuous improvement	No further risk mitigation required

### Tools to Assess Risks

Risk assessment is normally performed by the use of tools such as: team brainstorming, distribution of questionnaires, analysis of historical data and professional consulting services. In the current project we used for the preliminary assessment phase several tools.

Brainstorming – during the kick-off meeting all project partners will estimate the project risk events in brainstorming session. Results will be entered into this document.

Historical data – The project management team evaluated the experience of historical data information gathered from another projects that took place at RAPIDE institutions.

### Risk Assessment Method

Qualitative risk method is applied in order to present the Risk Index (RI) values that can be calculated and arranged in a prioritized list.

The value of the risk index is calculated by multiplying the probability (P) value by the Impact (I) value:

$$\text{Risk Index} = \text{Probability} * \text{Impact}$$

### Probability (P)

The possibility of an event occurrence is defined by an ordinal scale method, ranging from very low (1) to very high (5).

Table 3. Estimate of Risk Event Probability

VALUE	PROBABILITY	DETAILS
1	Very Low	The event may occur, but never actually occurred.
2	Low	The event actually occurred in the past, but it never happened in an Erasmus+ project.
3	Medium	The event seldom occurs in Erasmus+ projects.
4	High	The event occurs frequently and actually happened several times in similar projects.
5	Very High	Very common event that actually happened in most projects.

### Impact (I)

The impact value is based on three parameters: performance, cost and time. It is defined by an ordinal scale method, ranging from very light (1) to extreme (5).

Table 4. Estimate of Risk Event Impact Table

VALUE	IMPACT	DETAILS
1	Very Light	The event will have no direct impact.
2	Light	The event might cause minor changes in the project plan.
3	Moderate	The event will probably cause changes in the project plan that will require some changes in the project schedule and budget plans.
4	Severe	The event will cause substantial changes in the project scope and ability to deliver the planned deliverables. It will require major changes in the project schedule and budget plans.
5	Extreme	The event will cause fatal damage to the project and might cause its termination ahead of time.

Performance is of extreme importance in the Erasmus+ RAPIDE project, since it indicates the level of compatibility between the project goals and specific objectives as defined in the formal application and the actual deliverables.

Cost is important in this project because the budget allocated for the project represents a meaningful investment of the EU aimed to promote strategic partnerships in higher education. In the current project there is no option for budget overruns, thus the tasks must be performed in accordance with the budget.

Time is defined as a solid framework, which requires that all the project activities will be executed during the 30 months between November 2020 and May 2023.

## QUALITY ASSURANCE

The project Quality Assurance Plan is developed as a separate document by the Quality Assurance Manager and available here: <https://drive.google.com/drive/u/0/folders/1nBUTzuH5CEjtgwO1WKvkEUUD-tr4q5J6>

## DISSEMINATION AND COMMUNICATION

The project Dissemination and Communication Plan is developed by the project Dissemination Manager as a separate document and available here: [https://drive.google.com/drive/u/0/folders/1WAp50s5LnU\\_DOjnUR3pga5jG\\_RJgJHa](https://drive.google.com/drive/u/0/folders/1WAp50s5LnU_DOjnUR3pga5jG_RJgJHa)