



WP 6 – D6.1

Project Management Plan

January 2020



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 871275. Neither the European Commission (EC) nor any person acting on behalf of the Commission is responsible for how the following information is used. The views expressed in this publication are the sole responsibility of the authors and do not necessarily reflect the views of the EC.

DELIVERABLE INFORMATION

Contract No.	871275
Work Package	WP6. Project management and coordination
Responsible Organisation	European Schoolnet (EUN)
Date	31 January 2020
Deliverable Type	Report
Confidentiality level¹	Public
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Filing code	IMPACTEdTech-D6.1-Project-Management-Plan-final.docx

REVISION HISTORY

Revision	Date	Author	Organisation	Description
1.	13.01.2020	Antonija Grizelj, Adina Nistor, Petina Petrova	European Schoolnet (EUN Partnership AISBL)	Initial draft
2.	21.01.2020	John Stringer, Ioanna Leontaraki, Agueda Gras-Velazquez	European Schoolnet (EUN Partnership AISBL)	Review
3.	29.01.2020	Belen Manchego, Krystyna Stasiak, Xianshu Zeng, Alexandra Carrasco	FundingBox (FBA), INTERNETSIA, S.L. (ISDI)	Review
4.	31.01.2020	Antonija Grizelj, Adina Nistor, Petina Petrova	European Schoolnet (EUN Partnership AISBL)	Final version

¹ 1 Confidentiality level:

PU = Public

PP = Restricted to other programme participants (including the EC services);

RE = Restricted to a group specified by the Consortium (including the EC services);

CO = Confidential, only for members of the Consortium (including the EC services).

INN - Internal only, only the members of the consortium (excluding the EC services)

GLOSSARY OF TERMS

DoA	Description of Action
EC	European Commission
EUN	European Schoolnet (EUN PARTNERSHIP AISBL)
FBA	FUNDINGBOX ACCELERATOR SP ZOO
FSTP	Financial Support to Third Parties
GA	Grant Agreement
ISDI	INTERNETSIA, S.L.
MoE	Ministry of Education
PC	Project Coordinator
PM	Project Manager
SC	Steering Committee
T	Task
WP	Work Package

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Executive Summary

This document represents deliverable D6.1 Project Management Plan of the European Commission funded project IMPACT EdTech - Incubating High-Impact New Generation EdTech Disruptors for Inclusive & Personalised Learning (project reference: 871275).

The Impact EdTech project management plan provides an overview of the key procedures and structures necessary for the successful implementation of the Impact EdTech project. The information included in this document is decisive for the overall project management and for monitoring and evaluating the project activities.

The Impact EdTech Project Management Plan is to be continuously reviewed over the duration of the project. The objectives of this document are to:

- clearly define roles, responsibilities, processes and activities among the three consortium members;
- provide clarity on project governance and the management structures in place;
- ensure that there is a common reference among project partners with regards to how activities will be managed in the consortium;
- support the project teams organising their work as part of the Impact EdTech activities to ensure an effective delivery of tasks (on time, to budget and to good quality)

To achieve these objectives the document describes:

- The composition, main tasks and responsibilities of the consortium;
- The list of deliverables and milestones;
- The project governance and decision-making structures;
- The internal communications approach;
- Quality Control procedures;
- Risk analysis and risk mitigation procedures;
- Reporting procedures;
- Legal and ethical aspects, including aspects related to the protection of personal information, the acquisition of informed consent and measures to address gender balance

The information included in this deliverable will be enhanced by Deliverable D6.2 Data Management Plan (to be submitted in February 2020), which will expand on issues related to data collection and processing at the consortium level, and D1.1 Communication and Dissemination Plan, setting up the main communications strategy for communicating the projects' results.

About Impact EdTech

Impact EdTech is a Horizon 2020 funded project running for 32 months (January 2019 – July 2022), implemented by a small but experienced consortium of three partners. IMPACT EdTech will establish a start-up incubator-accelerator helping European digital education innovators to bring their digital learning solutions into the market, focusing on those solutions that can contribute to extend personalised and inclusive educational models that support the development of the skills relevant in today's world. IMPACT EdTech will focus on: (A) K12 EdTech solutions; (B) B2C content-based solutions open to any age group and/or level of education.

The project aims to support 42 promising EdTech prototypes from digital learning disruptors in the process of validating and testing their educational solutions in close collaboration with business and education mentorship and expertise with the aim of preparing promising solutions to reach the market.

The project will consist of three main phases that will be repeated twice during the project life:

1. Engagement of relevant stakeholders, through the Digital Learning Stakeholder Group including key education players, experts, mentors and practitioners
2. Selection of the EdTech disruptors via 2 Open Calls
3. The incubation of approved disruptors during two 9-month incubation cycles, including 4-months minimum viable product development and 5-months short incubation cycles

Goals

Impact EdTech aims to contribute to the digital transformation of education by creating a vehicle for disruptive education technology, a catalyst designed to help usher in a new era of human-centred digital education. From a business perspective, the project intends to create an opportunity for European start-ups to step up and play a bigger role in the future of EdTech.

Consortium

The project will be implemented by a small-sized consortium (3 partners, included in Table 1) of entities with high expertise in the complementary areas required by the project:

Table 1: Impact EdTech Consortium

Legal entity	Organization name	Short name	Type	Country	Expertise required by the project	Role
EUN PARTNERSHIP AISBL	European Schoolnet	EUN	International Non-profit association	Belgium	'Pedagogy first' validation	Coordinator

					system of EdTech solutions	
INTERNETSIA, S.L.	ISDI	ISDI	Private company	Spain	Proven Business Acceleration methodology	Project beneficiary
FUNDINGBOX ACCELERATOR SP ZOO	FundingBox	FBA	Polish non-profit private entity	Poland	High Open Call Management expertise	Project beneficiary

The coordinator

The coordinator (EUN) is the signatory organisation for the Grant Agreement and the only intermediary in communication between the European Commission and the Consortium. It is responsible for the preparation of the Consortium agreement, as well as the consolidation of all reports that are due to the Commission in the specified timeframes. The Coordinator is responsible for monitoring the correct implementation of the project and for all financial and legal issues in the project.

The beneficiaries

The beneficiaries (EUN, FBA, ISDI) are participating organisations involved in the project and together with the coordinator are responsible for the implementation of the project. Each beneficiary has a role that is outlined in the project proposal and responsibilities listed in the Grant Agreement. The reference 'beneficiary' includes the coordinator.

Tasks and responsibilities

Work packages and tasks

The beneficiaries will implement the action through six work packages with each beneficiary leading at least one WP as shown in Table 2.

Table 2: Impact EdTech List of Work Packages and Tasks

WP/Task Number	WP/Task Title	Responsible
WP1	Raise Awareness & Digital Learning Community Mobilisation	EUN
T1.1	Communication Strategy & Tools	EUN
T1.2	Digital Learning Stakeholders Group.	EUN
T1.3	Outreach of digital learning disruptors	ISDI
WP2	Open Call Management	FBA
T2.1	Open Call Content Definition & Preparation	FBA
T2.2	Open Call Launch and Management	FBA
T2.3	Evaluation of Proposals	FBA
T2.4	Stage 0: Pitch Training & Jury Day	ISDI
T2.5	FSTP Agreement Signature	FBA

WP/Task Number	WP/Task Title	Responsible
T2.6	Sub-Grants financial follow-up	FBA
WP3	Setup and Management of IMPACT EdTech Incubation Programme	ISDI
T3.1	Setting up the Incubation Mentoring Plan for each EdTech Trial	ISDI
T3.2	Follow up of Individual Mentoring Plans & EdTech Trials performance	ISDI
T3.3	Early planning of pilots, Strand A (K12) Type A.1 (Classroom)	EUN
T3.4	Early planning of pilots, Strand B	ISDI
T3.5	IMPACT EdTech Incubation Programme performance analysis & exploitation of results	ISDI
WP4	IMPACT EdTech Incubation Programme Stage 1: MVP Validation	ISDI
T4.1	Bootcamp 1 - Idea validation & mentoring unveiling	ISDI
T4.2	Idea validation and development of a Minimum Viable Product	ISDI
T4.3	MVP Live Testing. Review milestone and filtering process	EUN
WP5	IMPACT EdTech Incubation Programme Stage 2: Proof-of-Market	EUN
T5.1	Go-To-Market: Bootcamp 2 - Testing, marketing and partnerships	ISDI
T5.2	Go-To-Market: LEAN Go-To-Market Strategy and Portfolio management	ISDI
T5.3	Divergent Pilot Pathways: Strand A (K12) Type A.1 (Classrooms)	EUN
T5.4	Divergent Pilot Pathways: Strand A (K12) Type A.2 (Teachers' co creation)	EUN
T5.5	Divergent Pilot Pathways: Strand B Pilots. Online and distributed learning for all.	ISDI
T5.6	Impact Assessment and 'Best-in-Class' selection	EUN
WP6	Project management and coordination	EUN
T6.1	Project Coordination	EUN
T6.2	Reporting and Financial Management	EUN
T6.3	Data & IPR Management	EUN
T6.4	Internal compliance and project auditing procedure	EUN
T6.5	Ethics Advisory Committee selection and coordination	EUN

Deliverables & Milestones

Deliverables and review process

The coordinator is responsible for submitting the deliverables, in accordance with the timing and conditions set out in the DoA. To ensure a high standard, before submission

by the coordinator, each deliverable will be reviewed internally (whenever possible, by the partner with involvement in the actions the deliverable addresses), according to the planning included in in Table 3.

Table 3: Impact EdTech Deliverables and Review Process

D N°	Deliverable name	WP	Lead part.	Type	Diss L ²	Delivery Date	Reviewer
D1.1	Communication and Dissemination Plan	WP1	EUN	Report	PU	Jan 2020	FBA
D6.1	Project Management Plan	WP6	EUN	Report	PU	Jan 2020	All
D6.2	Data Management Plan	WP6	EUN	ORDP: Open Research Data Pilot	PU	Feb 2020	All
D2.1	Open Call Package of Documents, Open Call 1	WP2	FBA	Report	PU	Mar 2020	EUN
D1.3	Open Call Dissemination Report, Open Call 1	WP1	EUN	Report	PU	Jul 2020	FBA
D2.3	Open Call Evaluation Reports, Open Call 1	WP2	FBA	Report	CO	Oct 2020	EUN
D3.1	IMPACT EdTech Incubator Manual v1	WP3	EUN	Report	CO	Oct 2020	FBA
D4.1	Report on EdTech Trials Incubation Stage 1 - batch 1	WP4	EUN	Report	CO	Jan 2021	FBA
D1.2	Communication and Dissemination Plan - update	WP1	EUN	Report	PU	Feb 2021	EUN
D2.2	Open Call Package of Documents, Open Call 2	WP2	FBA	Report	PU	Mar 2021	EUN
D1.4	Open Call Dissemination Report, Open Call 2	WP1	EUN	Report	PU	Jun 2021	FBA
D5.1	Report on EdTech Trials Incubation Stage 2 - batch 1	WP5	EUN	Report	CO	Jul 2021	EUN
D3.3	Plan of Exploitation and Dissemination of results (PEDR)	WP3	EUN	Report	PU	Aug 2021	FBA

Dissemination Level:

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D N°	Deliverable name	WP	Lead part.	Type	Diss L ²	Delivery Date	Reviewer
D3.2	IMPACT EdTech Incubator Manual v2	WP3	EUN	Report	CO	Sept 2021	FBA
D2.4	Open Call Evaluation Reports, Open Call 2	WP2	FBA	Report	CO	Oct 2021	EUN
D4.2	Report on EdTech Trials Incubation Stage 1 - batch 2	WP4	EUN	Report	CO	Jan 2022	EUN
D3.4	Plan of Exploitation and Dissemination of results (PEDR) - update	WP3	EUN	Report	PU	Jul 2022	EUN
D5.2	Report on EdTech Trials Incubation Stage 2 - batch 2	WP5	EUN	Report	CO	Jul 2022	EUN
D5.3	Report on 'Best-in-Class' EdTech Trials gatherings	WP5	EUN	Report	CO	Jul 2022	FBA

Responsibility for project deliverables

Each lead beneficiary is responsible for:

- writing their deliverables, according to the responsibilities set out in the DoA
- coordinating the input of the project partners contributing to the activities related to the deliverable
- producing a consolidated draft for the internal review at least three weeks before the delivery date
- addressing or clarifying the comments from the internal review (reviewers to provide their comments one week after receiving the draft, the latest)
- producing a final draft ready for submission by the Project Coordinator at the latest one week before the delivery date

The coordinator is responsible for the final quality checks (file presented in the correct format, with the correct naming and in accordance with the appropriate structure, etc.).

A recommended deliverable workflow can be consulted in Figure 1.

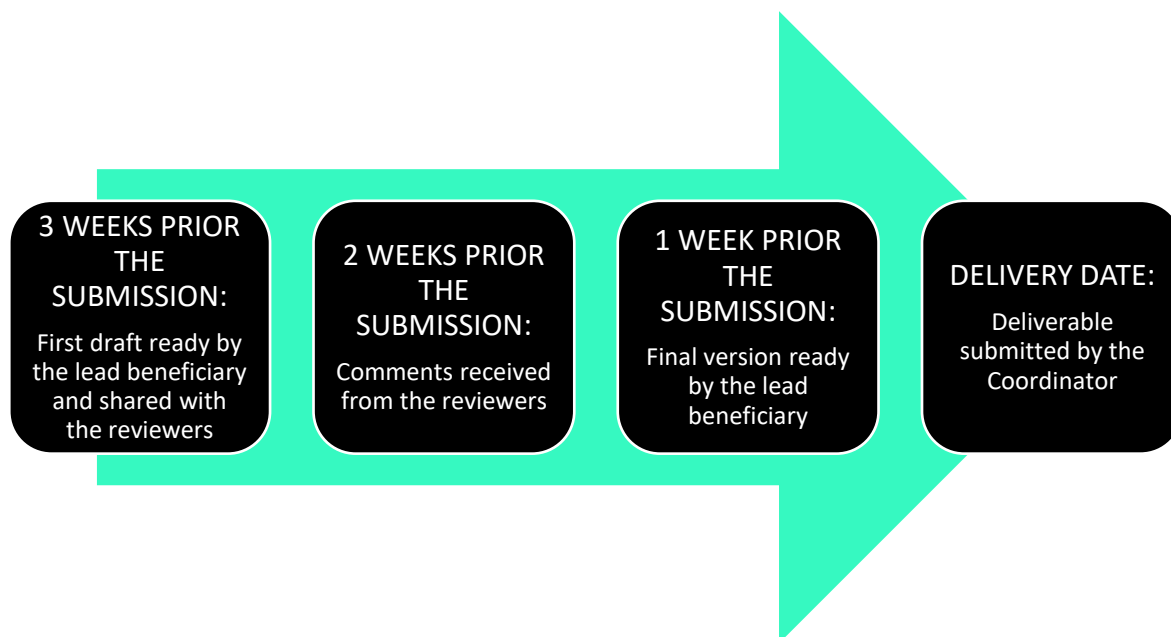


Figure 1: Impact EdTech Deliverables workflow

Deliverable structure

All project deliverables must be created using the standard deliverable template shared by the coordinator and include the following structural elements:

- A front page with general data about the document and the Impact EdTech logo
- Version history
- A table of contents
- A list of figures and a list of tables (optional, but placed at the beginning of the document if there are any)
- A glossary of terms
- Executive summary
- An introduction including the scope of the document
- Chapters constituting the body of the document
- Possible Annexes

All the single pages of the document will include the GA number, the name of the document and the number of pages using the format "Page X of Y".

Milestones

The Impact EdTech milestone indicators are included in Table 4.

Table 4: Impact EdTech List of Milestones

Milestone number	Milestone title	WP number	Lead beneficiary	Due Date (M)	Means of verification
MS1	Preparatory tasks finished, project ready to open calls	WP1, WP6	EUN	2	Coordination and governance mechanisms established (CA signed. Project Management and Data Management Plans submitted. All core project coordination positions appointed). Communication and Dissemination mechanism established (Communication and Dissemination Plan. Website, Spaces and Social media)
MS2	Digital Learning Stakeholders Group Setup	WP1	EUN	4	Digital Learning Stakeholders Group setup. Engagement strategy in place and being implemented.
MS3	Results of the 1st Open Call	WP2	FBA	9	21 projects selected after Jury Day.
MS4	1st Batch of EdTech Trials begins	WP3	ISDI	11	21 FSTP Agreements signed. Individual mentoring Plans agreed with each of the teams. Kick-off Incubation activities FSTP Payment (Stage 1 Advance Payment) and Bootcamp 1.
MS5	MVPs 1st Batch validated	WP3, WP4	ISDI	14	MVP Testing session at EUN's Future Classroom Lab done. Mentoring Committee & Milestones Review. 10-11 EdTech Trials invited to continue Stage 2 after Selection Committee.
MS6	EdTech Trials 1st batch finished	WP3, WP5	ISDI	20	Mentoring Committee & Milestones Review. Nomination of 'Best-in-Class' EdTech Trials by Selection Committee.
MS7	2 nd Open Call results	WP2	FBA	21	21 projects selected after Jury Day.
MS8	2nd Batch of EdTech Trials begins	WP3	ISDI	23	21 FSTP Agreements signed. Individual mentoring Plans agreed with each of the teams. Kick-off Incubation activities FSTP Payment (Stage 1 Advance Payment) and Bootcamp 1.
MS9	MVPs 2nd Batch validated	WP3, WP4	ISDI	26	MVP Testing session at EUN's Future Classroom Lab done. Mentoring Committee & Milestones Review. 10-11 EdTech Trials invited to continue Stage 2 after Selection Committee.

Milestone number	Milestone title	WP number	Lead beneficiary	Due (M)	Date	Means of verification
MS10	EdTech Trials 2nd batch finished. End of project	WP3, WP5	ISDI	32		Mentoring Committee & Milestones Review. Nomination of 'Best-in-Class' EdTech Trials by Selection Committee. All FSTP Payments done.
MS11	Internal financial review - Y1, Y2	WP6	EUN	13, 25		Internal financial review to identify issues and introduce corrective actions. First review due in M13 (for year 1). Exercise to be repeated in M25 (year 2).

The project milestones will be reviewed over the duration of the project and remedial actions will be taken, determined by the results accomplished.

Key Performance Indicators (KPIs)

Impact EdTech has identified a number of Key Performance Indicators (KPIs) defined as a measurable method for monitoring the progress toward the project's key objectives. The KPIs identified since the proposal stage are included in Table 5.

Table 5: Impact EdTech Key Performance Indicators

Key Performance Indicators:	Total number	Explanation:
Outreach KPIs:		
N° Info Days organised:	8	4 per Open Call (Spain, Belgium, Poland & Denmark).
N° of EU/National events attended by partners	4	2 per Open Call (i.e. EdTechxEurope, Bett Show, Slush Helsinki...)
KPIs related to Open calls (WP2):		
N° of Open Calls:	2	
N° of applications expected:	210	105 per Open Call.
N° Jury Days:	2	1 per Open Call.
EU Funds dedicated to Jury Day mini grants:	61.200 €	1,800 EUR/finalist, 76 finalists per Open Call.
N° of beneficiaries attending the Jury Days:	80	40 per Open Call.
N° of applications selected after Jury Day	42	21 per Open Call (success rate: 25%).
IMPACT EdTech Incubation Programme Stage 1: MVP Validation (WP4)		
N° of bottom-up projects supported:	42	21 per Open Call.
N° of Welcome Events:	2	1 Bootcamp per Open Call.
N° of MVPs Tested:	42	21 per Open Call.
EU Funds granted (in total and per bottom-up project):	3.582.600 €	85,300 EUR/ bottom-up project (out of which, up to 10,000 EUR vouchers for Business, Digital Learning and Education mentoring services).
IMPACT EdTech Incubation Programme Stage 2: Proof-of-Market (WP5)		
N° of bottom-up projects supported:	21	10-11 per Open Call.
N° of Welcome Events:	2	1 Bootcamp per Open Call.

Key Performance Indicators:	Total number	Explanation:
N° of K12 EdTech solutions piloted in classrooms (short-cycle piloting)	6	3 per Open Call.
N° of K12 EdTech solutions improved via teachers' co-creation and/or planning long-cycle piloting	6	3 per Open Call.
N° of online and B2C content-based distributed learning solutions piloted	9	4-5 per Open Call.
EU Funds granted in this stage (in total and per bottom-up project):	2.310.000 €	110,000 EUR/ bottom-up project (out of which, up to 20,000 EUR vouchers for Business, Digital Learning and Education mentoring services and Pilot Facilities/Testbeds).
Budget allocated to the purpose of FSTP (Jury Day Mini Grants + Stage 1 + Stage 2):	5.953.800 €	In case of being selected to join the Incubation Programme, Jury Day mini grant will be deducted from final Lump Sum in final FSTP recipients, Stage 1.

Timeline

The Impact EdTech Timeline of activities can be consulted in Figure 2.

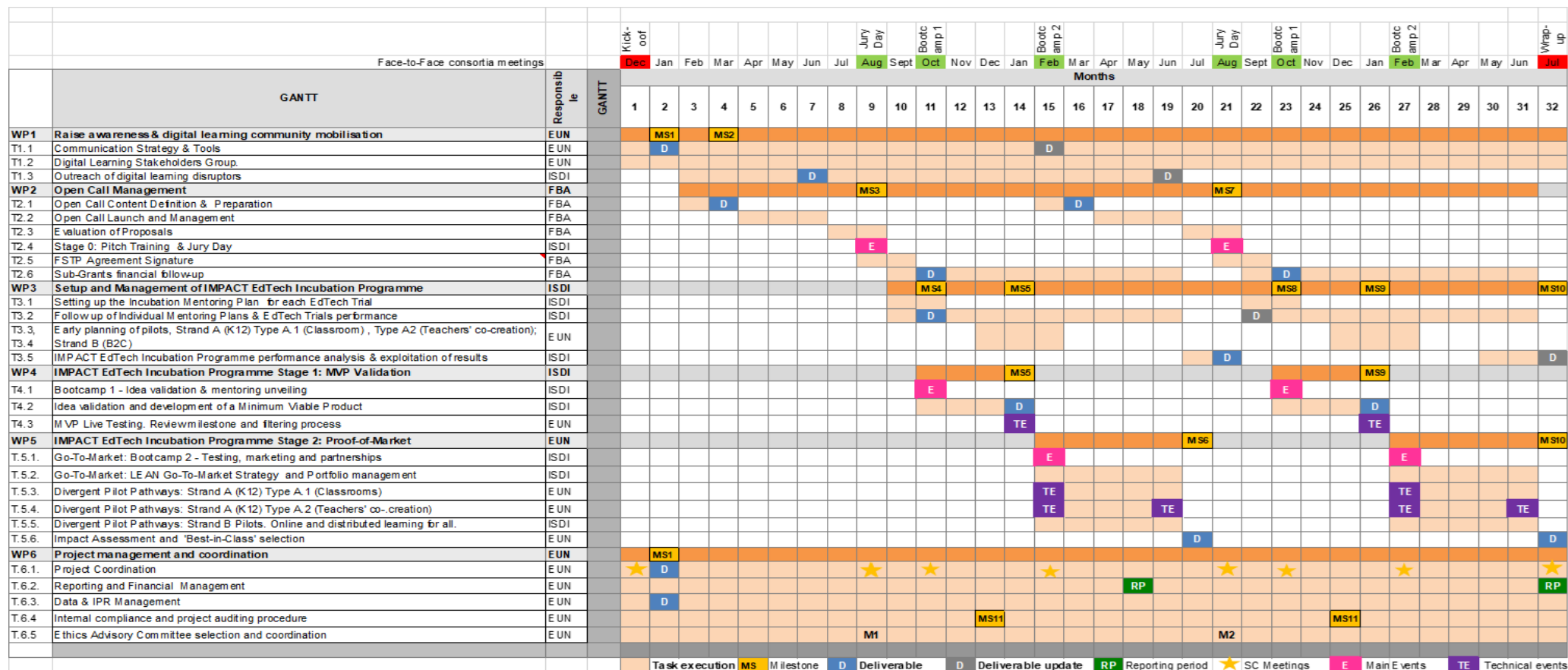


Figure 2: Impact EdTech Gantt

Project Management, Governance and Decision Making

Project Governance and Organisational Structure

Project management structure

The general structure of the Impact EdTech project management is shown in Figure 3. The project management structure includes the following positions, as described in the DOA:

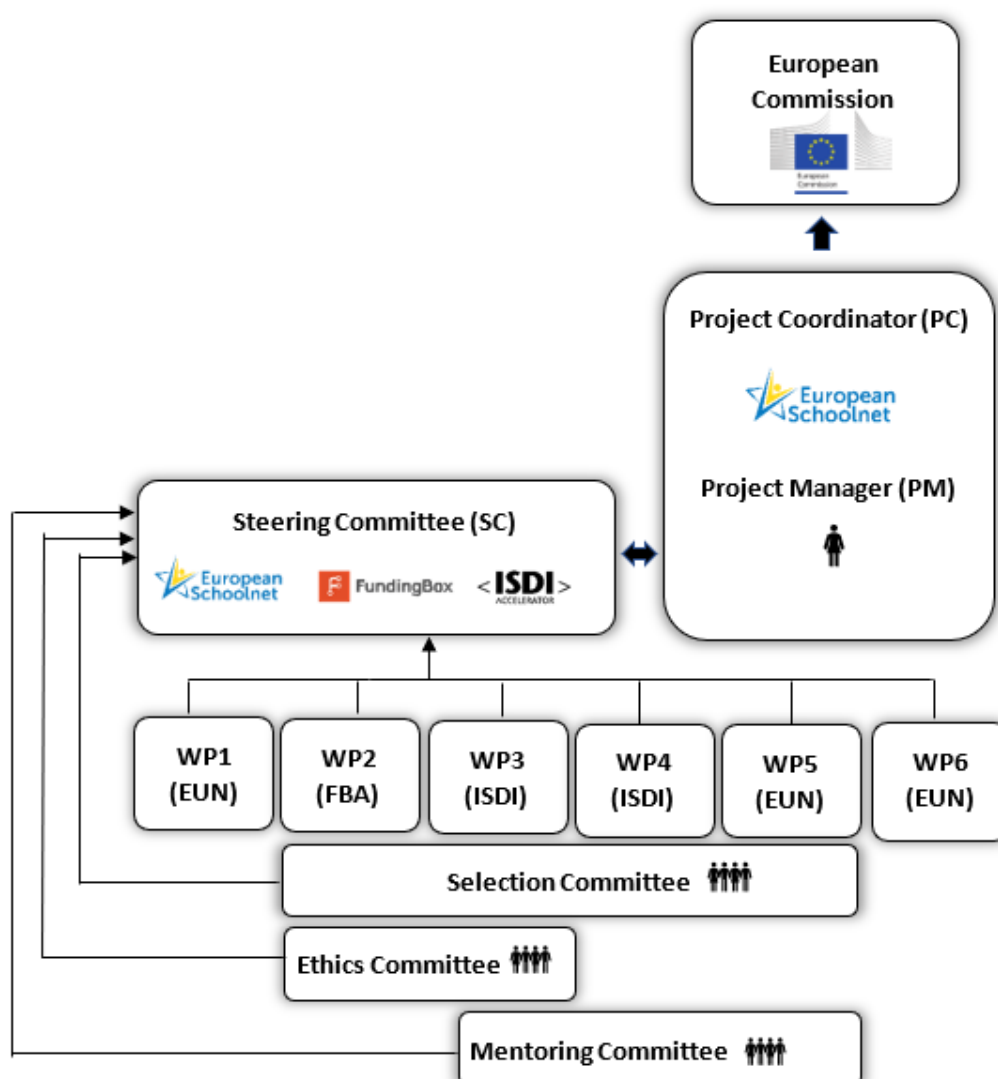


Figure 3: Impact EdTech project management structure

Steering Committee (SC)

Steering Committee [SC]

Role: The SC is the formal decision-making and executive body of the consortium. It takes major decisions acting as the supreme body of the project.

Responsibilities:

- to take decisions on the strategic roadmap of the project as well as major decisions towards the successful implementation of the project;
- to decide on changes in the Consortium and reallocation of budget;
- to approve Consortium Agreements changes and request changes to the Grant Agreement as well as the termination of the Grant Agreement;
- to arbitrate conflicts that cannot be settled on lower management levels;
- to authorise payments released to third parties;
- to take decisions on defaulting partner(s) and implementing necessary actions

The detailed responsibilities will be described in the Consortium Agreement (CA) following the DESCA template.

Meetings: The SC will meet in person at least twice every year (in concordance with project meetings whenever possible) and will also meet for extraordinary sessions when the Project Manager requests so. In between, it meets via electronic communication on a monthly basis.

Attribution: one delegate from each partner of the Consortium. It will be chaired by the Impact EdTech Project Manager.

Project Coordinator (PC) and Project Manager (PM)

Project Coordinator (PC) and Project Manager (PM)

Role: The Coordinator is responsible for running the project and ensuring the correct implementation of the project in accordance to the Grant Agreement.

Responsibilities:

- Lead and supervise the project progress, related to methodology, budget and time;
- Fulfil the obligations under the Grant Agreement within Horizon 2020;
- Collect information on the progress, examines that information to assess compliance to the Plan and, if necessary, proposes modifications of the Consortium Plan to the SC;
- Make day-to-day decisions based on the advice of SC;
- Act as intermediary between the European Commission, consortium and external stakeholders;
- Be responsible for all financial and legal issues in the Project.

The PC has a prompt connection to all partners via members of the SC and WP leaders.

Attribution: EUN will act as the PC and will be the legal entity acting as the intermediary between the consortium and the EC. EUN is represented by Marc Durando, its Executive Director.

Project Manager EUN: The Project Manager on behalf of EUN will be Adina Nistor. The PM will perform the day-to-day management of the Project, resolve conflicts and monitor the progress of work with respect to the Project Management Plan, paying specific attention to

Project Coordinator (PC) and Project Manager (PM)

risk management issues and, if required, ensure timely implementation of corrective actions. The PM reports to the PC.

FSTP Management: In Consortium Agreement, FBA will be authorised to conclude FSTP agreements with FSTP Sub-grantees. EUN will be responsible for releasing the FSTP funds to FBA, who will manage the financial cycle of payment under the PC delegation: all payments will require authorization by Steering Committee, validated by PC. EUN will release to FBA the budget necessary to cover the voucher services granted to beneficiaries for a given stage in advance.

Financial Support to Third Party (FSTP) Management Structure

Since Impact EdTech includes FSTP, the following additional structures will be implemented:

Selection Committee

Selection Committee

Function: responsible for selecting the best proposals in the Consensus Meeting & Jury Day, validation in Milestones Review after Stage 1 and Stage 2, selection of EdTech Trials to pass to Stage 2 and nomination of 'Best-in-Class' projects once Stage 2 finishes.

Composition: It will be coordinated by FBA and composed by SC members. External experts (i.e. evaluators, mentors, DLSG members, the chair of the Ethics Committee or representatives of MoEs) can be invited to participate in some of the SC meetings, as advisors, but with no voting rights.

Ethics Committee

Ethics Committee

Function: Committee in charge of verifying that ethics issues that affect the selected proposals if any, are properly identified and approached by proponents, in line with provisions included in Section 5. Apart from the application stage assessments, the Chair and permanent members will be responsible for the monitoring and implementation of ethics issues throughout the piloting phase.

Composition: It will be coordinated by EUN involving EUNs' experts in ethics issues. The Ethics Committee will be composed by a Chair, two permanent members (EUN experts with specific experience in running school pilots) and four temporary members (independent ethics experts). During the approval of the Ethics Summary Reports, the Ethics Committee will consist of seven (7) members.

Mentoring Committee

Mentoring Committee

Function: Committee in charge of monitoring and validating the EdTech Trials performance

Mentoring Committee
in Interim and Final Milestones Review.
Composition: It will be coordinated by ISDI and composed of the Business Mentors and the Education Mentors.

Decision-making

The Steering Committee shall always try to achieve full consensus on its decisions; Steering Committee meetings can deliberate if all members are present or represented. In the cases where full consensus cannot be reached, the decisions by the Steering Committee shall be taken if two (including EUN as the coordinator) out of three of its members voted in favour, except for specific budgetary issues. In the case of a need for amendment of the budget, such changes shall be approved by the Steering Committee unanimously. In the case of written resolutions, the decision becomes official if two (including EUN as a coordinator) out of three partners, sign the resolution. In the case of disciplinary actions against a partner, the partner has the right to be heard but shall have no right to vote in the decision whether to institute disciplinary actions. In the case of a tied vote, then the representative of the coordinator shall have the casting vote.

Code of Conduct and Dispute Resolutions

Code of conduct

Table 6 presents the basic ground rules and general principles which would govern the conduct expected from the Impact EdTech partners and the stakeholders involved in the project. These general principles cover:

Table 6: Impact EdTech Code of Conduct principles

Respect:	Means that we respect each other, our experience, cultural background and knowledge as well as our work in the Project. It also means that we will use our best endeavours to avoid conflict and confrontation and will always seek to understand each other's point of view. Wherever possible, we will ensure that our own conduct in the Project does not adversely affect another partner's position or situation.
Openness:	Means the capacity we have to entertain new or non-customary ideas and to change our behaviour accordingly. It also means that we will seek to openly discuss issues when they arise in the Project and keep each other informed of problems when they occur. Whenever decisions are taken in the Governance Structures, we will ensure that these are based on the greater good of the Project rather than on narrow self-interest.
Commitment:	Means that we play our full part in the Project as a partner including maintaining the commitment to its work, vision, and objectives. It means making sure that we respect the deadlines, deliverables, obligations, and rules set-out in the Grant Agreement and Co-operation Contract. As a partner we always strive to inform ourselves on the developments in the Project and give

	our view or opinion when required on its outputs and results. Commitment also means that we will do our utmost to produce quality results and deliverables in line with the requirements of the Project.
Trust:	We will always seek to engender trust in the partnership placing reliance on the integrity, strength, and ability of each partner. We will encourage the development of trust between ourselves by ensuring that whenever possible, any decisions or actions that we take are always based on what is in the best interests of the Project.
Support:	We will always strive to support the work of the Project, in particular that of the Coordinator, Work Package Leaders, Evaluators and Quality Assurance Experts. We will also support the work of the various Management Committees and stakeholder groups that the Project sets up to develop and enrich its work.

Dispute resolution

Being a small consortium of only three entities, the partners will actively communicate in order to take decisions that will benefit all. The partners affirm that they are fully committed to the principles and objectives of the Impact EdTech Project and shall use all reasonable endeavours to achieve its intended results. If a dispute arises between the partners (or FTSP recipient), then the partners involved shall first try and settle it by amicable means using the principles set out above (i.e. Respect, Openness, Commitment, Trust, Support).

If it is not possible to resolve the dispute by these means, then it shall be escalated to the level following the hierarchy:

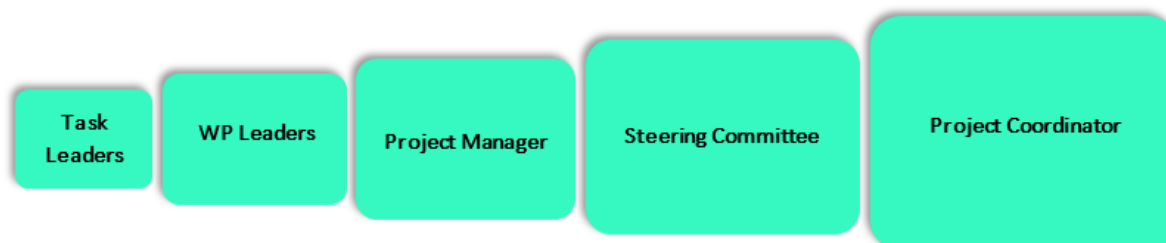


Figure 4: Impact EdTech dispute escalation levels

In case of serious disputes, which cannot be resolved by the PM alone, the PM will inform the PC. The PC will call an extraordinary SC meeting in order to resolve the conflict as quickly as possible, preferably within 21 days from notification by the PM. If this is not achieved, the SC will meet in an emergency meeting, in which minimum of all members shall attend/be represented. This meeting will attempt to achieve full consensus on the resolution of the issue, given the small size of consortium (3 partners). In case of failure in reaching consensus, and persistent and serious conflict, which may put the continuation of the Project in jeopardy, the PC will consider other external options such as involving the EU project officer, seeking external advice followed by a review of the situation and the advice in emergency session for a collective decision in order to implement a final remedy of the issues involved. As a last resort, the conflict will be dealt with via an arbitration procedure agreed and detailed via Consortium

Agreement. The decision of the arbitration will be final and binding upon the Parties concerned.

When interpreting different rules applicable to the project, order of legal rules or regulations

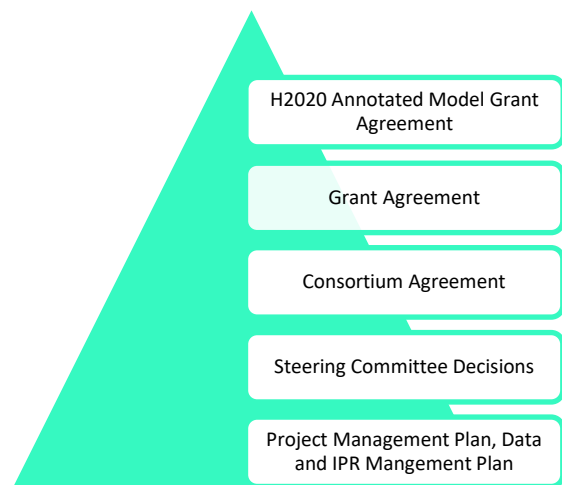


Figure 5: Impact EdTech hierarchy of applicable rules

by degree from higher to lower is as follows: the highest priority will have the Horizon 2020 Annotated Model Grant Agreement, followed by the projects' Grant Agreement, followed by Consortium Agreement, followed by Steering Committee Decisions, and Project Management/Data and IPR Management Plan, with the subsidiary role (see Figure 5). Every document with lower priority must be coherent with the higher one. Legal rules governing the relationship between the partners will be further detailed in the Consortium Agreement.

Internal Communication Strategy

Consortium meetings

In person

The Steering Committee (SC) will meet in person according the following schedule:

Table 7: Impact EdTech Steering Committee meetings

M1	M9	M11	M15
Kick-off (Madrid, ES) (took place on 4-5 December 2019 in Madrid, ES)	Jury Day - Batch 1 (2-3 September 2020, Madrid, ES)	Bootcamp 1 – Batch 1 (Madrid, ES)	Bootcamp 2 – Batch 1 (Madrid, ES)
M21	M23	M27	M32
Jury Day - Batch 2 (Madrid, ES)	Bootcamp 1 – Batch 2 (Madrid, ES)	Bootcamp 2 – Batch 2 (Madrid, ES)	Wrap-up (Brussels, BE)

Online

The SC participates in regular online meetings taking place every second Wednesday in each month, starting from 8th of January 2020 from 13:00-14:00 CET. These meetings will last for maximum one hour, except for specific situations requiring more time; in this case, the timing will be decided in agreement with the other participating partners. Partners will propose topics to be included in the agenda up to one day before every meeting.

After the meeting, the PM will follow up with the draft minutes for comments and approval of the attendees.

In addition to the SC meetings, whenever necessary, online meetings can be requested by the task leader. As in the case of SC meetings, the meeting organiser will share meeting minutes for the comments and approval of participants.

Mailing list

General discussion and day-to-day communication will be conducted via the mailing list impactedtech-partners@eun.org. The mailing list will be used among the project partners to facilitate ongoing exchanges on project matters. Key decisions (which are unlikely to be revised during the project), final versions of documents, etc. will be published in the Basecamp Project Management group, as explained below. Communication that requires individual attention (related to specific tasks but not relevant to all members of the consortium) will take place via direct email. A list of consortium contacts is made available in the Impact EdTech Basecamp group (see below); all consortium partners are responsible for updating the list and informing the other members of the consortium about any changes in the list of contacts.

The Basecamp Project Management Group

In order to facilitate communication and collaboration between partners, a dedicated Basecamp Collaboration Group has been created. Basecamp is used as a one-stop information point regarding Impact EdTech where all partners can find references to: consortium contacts, final versions of key documents, important calendar items and other project updates. All staff involved in Impact EdTech activities have access to the space.

Quality Control Procedures

In order to ensure the successful implementation of the Impact EdTech project, the project partners established the following quality control procedures. The aim of the procedures is to evaluate how the project evolves and to monitor the production of key results and evaluate their effectiveness. The quality assurance procedures will include qualitative and quantitative assessment measures for milestones and deliverables that will be key elements in following the project's progress.

Overall the goal of the quality assurance plan is:

1. to document and assess the project's progress
2. to evaluate the contribution of the ongoing results to the project's objectives
3. to discover deviations at an early stage,
4. to initiate remedial actions (if necessary) as soon as possible.

IMPACT EdTech project will implement the quality objectives through the following levels:

Table 8: Quality management levels

Quality Management at the Project level	The Project Manager is responsible for the overall coordination of the Project and will support the WP leaders on the work plan execution.
Quality Management at the Work Package level	The project has a clear definition of the WPs and lead partners; all WP leaders, together with the partners involved, are responsible for applying the quality processes for the successful implementation of the actions and will report to the Project Manager.
Quality Management at the Task level	Every WP has a clear breakdown and definition of its tasks; since tasks belong to the WPs, Task and WP leaders, together with the partners involved, are responsible for the successful implementation and will report to the Project Manager.

The following items will support the quality organisation at the project level:

1) Online surveys

Partners will collect qualitative feedback from the stakeholders through regular exchange (post-event surveys, online space for Digital Learning Stakeholders Group). The Project Consortium will make sure to take into account their input while organizing future events.

2) Templates

In order to ensure consistency and facilitate reporting processes, specific templates for standard documents such as deliverables, presentations, etc. have been elaborated at the beginning of the project. References to these templates can be found in the Annexes of this report. All partners must ensure that the unique template applicable to the project will be used for the submission of all the deliverables. Additional templates will be developed on different stages of the project and made available to project partners.

3) Documents – communication

- English has been chosen as the language of communication for the project, but partners should bear in mind that it is not the mother tongue language of the partners. Consequently, this should be considered when attending meetings or when communicating to each other. As far as possible, communication should be kept as simple and straight forward as possible. Communications in whatever medium should be polite and should avoid negative or disparaging comments.
- In emails, partners will make sure that only the essential people are copied on correspondence.
- Communications with the press and general public shall be handled by the Coordinator unless this task has been specifically delegated to another partner.
- Documents should include a footer, the date, the name of the document, status (draft or final) as well as the version number.

4) Visual Identity

In all external communication regarding the project, partners will be required to apply the projects' visual identity, as detailed in D1.1 Communication and Dissemination Plan.

5) Deliverables

The quality of the deliverables will be ensured by applying the standards outlined in section "Deliverables and review process". Producing the first draft of each deliverable will be the responsibility of the lead beneficiary at least three weeks before the delivery date. Partners involved are responsible for reviewing the content and providing their feedback one week after receiving the document, the latest. Final version must be ready one week prior the delivery date, with coordinator conducting the final quality checks and submitting the deliverable.

Methodology and risk analysis

Risk analysis

Risk management is part of project management procedures. The identified risks will be discussed in the consortium meetings and updated regularly. This ensures that consortium members and WPL are always aware of existing risks for the project success, can initiate and control suitable countermeasures, and report additional risks as soon as they appear. Critical risks have been identified at the proposal stage; the table of risks is constantly being monitored by the PM and new risks are included as they are signalled, as illustrated in Table 9.

In addition to these risks, the partners have agreed that special attention will be paid in order to avoid any form of conflict of interest during the evaluation phase and that selection of experts will be based on the mix of technical and business expertise. FBA will prepare conflict of interest declaration for the evaluators as a mechanism to minimize the risk.

All the partners are committed to implement the action properly and to comply with the obligations under the Grant Agreement. In order to minimize the risk of finding errors or irregularities during the checks, reviews and audits, the activity of internal auditing will be involved.

The topics included in Table 9 will be closely monitored by the Project Manager, however, any potential risk identified by the project partners must be communicated to the Project Coordinator without any delay in order to ensure prompt reaction according to the measures mentioned above or new ones, if necessary. The Project Coordinator will communicate proactively and in advance to the Commission's Project Officer about all aspects of the project, including expected or upcoming changes.

Table 9: Impact EdTech Risk Analysis and Mitigation

Identified	Risk	Likelihood	Impact	Numerical assessment ³	WP Involved	Proposed risk-mitigation measures (Type)*
Proposal stage	Lack of commitment of the stakeholders belonging to Partners' Networks	Possible (2)	Manageable (1)	2	WP1	[Preventive] Most of the partners' networks have already collaborated with the consortium in the same way. Specific efforts will be taken to mobilise them, as well as to engage new stakeholders, foreseen (DLSE Extension Strategy, Task 1.2) [Corrective] However, as it is a continuous action within the Project, where individual agreements are going to be signed, if we see that the expected KPIs are not going to be reached, we will identify additional stakeholders out of the consortium network.
Proposal stage	Number of eligible applicants is too low	Low (1)	Manageable (1)	1	WP1	[Preventive] Submissions reception will be checked weekly during the 2 first months and twice a week in the last month. [Corrective] If the reception of proposals is lower than expected, the dissemination activities will be increased (increased online dissemination, active involvement of Digital Learning Stakeholders, new InfoDays and Webinars...)
Proposal stage	Cost of external evaluators increased due to oversubscription	Possible (2)	Manageable (1)	2	WP2	[Preventive] Costs allocated are enough to cover a high subscription rate (x5). [Corrective] Selection Committee performs a pre-scoring and only those applications that are above the quality scoring established are sent for external evaluation. This measure has already implemented successfully in other projects where number of eligible applications were higher than foreseen.
Proposal stage	Project proposals do not match the minimum number to be financed or technical requirements	Low (1)	Manageable (1)	1	WP2	[Preventive] Communication strategy combines wide communication actions with targeted communication to raise the interest of pre-identified communities of high-quality EdTech Disruptors from Partners' Networks [Corrective] The remaining amounts will be directly added to the next Open Call (Call 1) or invested in providing additional in-kind support to other EdTech Trials (Call 2). Open Call Definition will be evaluated, in collaboration with Stakeholders, to identify specific constraints that may have prevents good projects to submit proposals.
Proposal	Very few selected	Low (1)	Manageable	1	WP2	[Preventive] Communication strategy and partner's networks including K12-

³ After awarding a score for 'likelihood' and 'impact', the two figures are multiplied to give a numerical assessment of risk.
Lower risk results: 1-3 points
Medium risk results: 4-6 points
Higher risk result: 9 points

Identified stage	Risk	Likelihood	Impact	Numerical assessment ³	WP Involved	Proposed risk-mitigation measures (Type)*
stage	projects proposing solutions for children and K12 education		(1)			specific approaches. [Corrective] In case a low proportion of K12 are selected in Open Call 1, the dissemination strategy and open call requirements for Open Call 2 will be revised, in order to reach more high-quality disruptors having prototypes directed to K12 Education Level. Call requirements that might have affected the results of first call will be revised too.
Proposal stage	Lack of commitment of mentors	Low (1)	Manageable (1)	1	WP3, WP4, WP5	[Preventive] Pool of mentors is not set up from the scratch, but based on previous collaborations during which the professionalism and commitment of mentors has been proven (ISDI's IMPACT's business mentors) / Remote mentoring system facilitates engagement by top notch mentors / EUN's Future Classroom Lab collaborating teachers and FCL Ambassadors). Mentors' training and follow up system (Tasks 3.1 and 3.2) will guarantee a timely identification of any mentor-related problem. [Corrective] Any mentor that does not respond as required will be removed from the programme, and a new mentor will be assigned to the EdTech Trial affected.
Proposal stage	Lack of commitment of EdTech Trials	Medium (2)	Manageable (1)	2	WP3, WP4, WP5	[Preventive] An attractive Incubation Roadmap is the main guarantee for this. Besides, payments will be linked to milestones review, and, regardless the fact that advance payments are foreseen, 30% of them will not be authorised until deliverables are submitted and milestones agreed achieved. [Corrective] EdTech Trials that fails to commit will be invited to leave the programme, and remaining amounts will be directly added to new EdTech Disruptors in the next Open Call (Call 1) or invested in providing additional in-kind support to other EdTech Trials (Call 2).
Proposal stage	Not enough MVPs are validated to be upgraded to Stage 2	Medium (2)	Manageable (1)	2	WP4	[Preventive] Advance payments in each Stage assure that EdTech Trials have the resources needed to implement the Innovation Activities required. Regular follow up by mentors, shared with ISDI and EUN PMs via Acceleration Management System, allows early identification of critical issues, and the modification of IMP accordingly. [Corrective] In case not enough MVPs are validated to be upgraded to Stage 2 during first Batch, number of Disruptors selected for 2nd Batch will be increased, and Incubation programme redesigned to increase support and/or duration of Stage 1, reducing Stage 2 accordingly.
Proposal	Number of pilots	Medium (2)	Manageable	2	WP5	[Corrective] In case the conclusions of MVP validation have a different result

Identified stage	Risk	Likelihood	Impact	Numerical assessment ³	WP Involved	Proposed risk-mitigation measures (Type)*
	following each of the Divergent Pathways is different than the scenarios used for budget & resources planning		(1)			than planned, in terms of number of MVPs upgrade belonging to each Strand and Type of Pilot Pathway, resources will be reallocated amongst partners to fit the actual workload and support activities foreseen.
Proposal stage	Criticalities and financial liabilities that may arise from the management of the FSTP funding redistribution.	Medium (2)	Manageable (1)	2	WP6	[Preventive] EUN enhanced the coordination WP with task 6.4 meant to initiate an internal compliance and project auditing procedure which ensures that suitable and timely corrective actions are implemented in case of deviations of any kind including financial. At the level of the project consortium, the task ensures the coordination of internal financial exercises and a yearly internal review process meant to identify risks and find appropriate solutions as early as possible for the successful and timely competition of the project. Specific attention will be paid to FSTP management. The consortium has reserved €5,953,800 for FSTP. EUN will be responsible for releasing the FSTP funds to FBA, in accordance with the three financial support stages, as described in 'Section 4.3.': Stage 0: micro-grant, Stage 1: MVP Testing and Stage 2: Proof of Market. This process will be repeated twice, to correspond to the two batches of EdTech Trials described in WP5. It means that given part of the FSTP budget will be transferred from EUN to FBA according to scheduled instalments commensurate to the amounts that FBA will need to distribute to the third parties that have been identified for support, happening just shortly before the relevant amounts are to be disbursed to the third parties. The resources necessary to cover the voucher scheme will be also timely transferred to FBA, and the modalities for this to happen effectively will be agreed at the project inception phase. Concretely, EUN will perform: 1) a first distribution meant to ensure the operational capabilities of Funding Box; 2) subsequent distributions commensurate to the amounts that Funding Box will need to distribute to the third parties that have been identified for support, happening just shortly before the relevant amounts are to be disbursed to the third parties. This process is consistent with article 21 of the Grant Agreement that states "the coordinator must distribute the payments between the beneficiaries without

Identified	Risk	Likelihood	Impact	Numerical assessment ³	WP Involved	Proposed risk-mitigation measures (Type)*
						unjustified delay." Any delay in the distribution is thus appropriately justified by the risk management procedure described herein.
Proposal stage	A partner drops out in the project and consequently, the project falls below the minimum participation level for H2020.	Low (1)	Major (2)	2	WP1 -2-3- 4-5-6	[Corrective] There are only 3 partners in the project and if someone drops out or is forced to interrupt its involvement, a replacement partner with similar expertise to the one dropping out will be identified and engaged. It will be done in full cooperation with the Commission. If no replacement is found, EUN will work with the Commission to determine whether and how the project can continue to function with the eventual support of other organisations.
Proposal stage	Operational constraints to implement pilots in real educational environments (Strand A Type A.1) during Stage 2	Medium (2)	Manageable (1)	2	WP5	[Preventive] During negotiation phase, proposed beginning date of the project will allow Stage 2 to be implemented within school year calendar, which is of particular relevance for the feasibility of Strand A (K12) Type A.1 pilots (Classrooms). Also, specific preparatory activities are foreseen in previous months to be ready to rapid pilot setup in classroom (T3.3). [Corrective] In case of Strand A Type A.1 pilots, depending on the characteristics of the problem, EUN will decide if the pilot is done, but with a narrower scope (i.e. less than 3 schools or shorter period of piloting), or the EdTech Trial is transferred to Type A.2 Divergent Pathway (teacher's co-creation), offering support for planning piloting beyond the incubation programme's duration.
By M2 of the project	Negative reviews by the Commission services or for problems occurring because of audits by the Commission during the course of the project	Low (1)	Major (2)	2	WP6	[Preventive] The consortium is formed by a group partners with complementary expertise in key areas of project focus. A project management document with clear guidelines on quality assurance (D6.1), as well as internal financial monitoring measures were put in place to ensure the project activities are fully compliant with Commission requirements. Regular communication with the appointed Project Officer from the European Commission ensures that the likelihood of a negative EC reviews remains low.

EC Reports and reviews

Internal reporting

Technical Reporting

WP leaders (Table 2) are requested to report to the Coordinator four times during the project (Month 13, 18, 25, 32) concerning the technical progress of their own WP and involvement in other WPs, using the template to be provided by EUN. WP leaders are requested to include the following information in their report:

- Reference to reporting period
- Work performed during the reporting period
- Main results achieved
- Planning for the following reporting period
- Status of deliverables
- Status of risks identified per WP
- Overall assessment of progress (including potential deviations and proposed measures)

Financial Reporting

Each Beneficiary is requested to provide an Internal Financial Report approximately four times during the project (Month 13, 18, 25, 32) to the Coordinator with an update on the use of resources using the template to be provided by EUN. In addition to the financial report, EUN requests that all Beneficiaries submit personnel timesheets and short descriptions of the work carried out by personnel for each of the reporting periods.

EUN reserves the right to request additional supporting documents for the verification of reports submitted. The transfer of FSTP funding from the Coordinator (EUN) to the partner managing the FSTP budget (FBA) will be done in accordance with FSTP payment milestones and pending the submission by FBA of agreed upon documentation, as specified below, under "Financial Support to Third Parties (FSTP)".

Progress Reports to the EC

The Coordinator must submit to the Commission the technical and financial reports set out in the Grant Agreement – Article 20. The reporting periods are the following:

- RP1: from month 1 to month 18
- RP2: from month 19 to month 32

A periodic report must be submitted within 60 days following the end of each reporting period in accordance to Article 20.3 of the Grant Agreement and must be accompanied by:

a) A periodic technical report containing:

- An explanation of the work carried out;
- An overview of progress toward the objectives
- A summary for publication by the European Commission;
- Completed questionnaire covering issues related to the action implementation and the economic and societal impact

b) A periodic financial report containing:

- An individual financial statement;
- An explanation of the use of resources;

c) Periodic summary financial statement

The final report must be submitted within 60 days following the end of the last reporting period and must be accompanied by:

a) A final technical report containing:

- An overview of the results and their exploitation and dissemination;
- The conclusions of the action, and
- The socio-economic impact of the action

b) Final financial report containing:

- Final summary financial statement
- Certificate on financial statements for each beneficiary if it requests a total contribution of EUR 325,000.00 or more

The financial reports will be submitted digitally through the Participant Portal by each Beneficiary. Rules on the eligibility of costs and procedures for calculation of costs are described in detail in the Grant Agreement – Article 6 – Eligible and Ineligible Costs. All Beneficiaries are expected to submit their financial statement to the Coordinator through the Participant Portal no later than 45 days following the end of the reporting period.

Technical and financial reviews

The European Commission may at any point in the project request a review meeting, with the assistance of external persons or bodies to assess the proper implementation of the action, as well as deliverables and reports submitted. Each beneficiary will thus be required to contribute with an update on the technical and financial implementation of the project. Information will be provided according to the requirements of the European Commission and within the requested deadline.

In addition, the European Commission has the right to carry out audits directly (using EC staff) or indirectly (using external bodies) on the proper implementation of the project and its compliance to the obligations that are set out in the Grant Agreement up to two years following the payment of the balance. All beneficiaries are required to keep a record of any expenditure incurred under the Project and all original proofs, justifications and related documents for a period of five years starting from the date of the final balance payment to EUN by the European Commission.

Protection, exploitation and dissemination of results

Protection of results

Every partner has the possibility of protecting its results. If the results can be commercially or industry exploited and protecting them is possible then the partners must adequately protect them for a certain period of time with an appropriate territorial coverage. If a partner opts for protection of their results, that partner must consider not only its own legitimate interests but also the legitimate interests of the other beneficiaries. All applications for protection must include the following statement (unless the Commission requests or agrees otherwise):

“The project leading to this application has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 871275”.

Exploitation of results

The exploitation of the project results must be secured by each partner for a maximum of four years after the end of the project. The exploitation of the results can be done through

- Further research activities
- Developing, creating or marketing a product/process
- Using them in standardization activities.

If the results have been used in a standardization activity, however, the following statement must be included:

“Results incorporated in this standard received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 871275”.

Dissemination of results

The dissemination of the results to the public must happen as soon as possible (unless it goes against the beneficiary’s legitimate interests). The dissemination must be done in ways other than those resulting from the protection or exploitation of the results, such as inclusion in scientific publications.

In the case of dissemination of results in any form, the following must be met (unless it is impossible or the Commission requests or agrees otherwise):

- Display of the EU emblem
- Include the following statement:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 871275. Neither the European Commission (EC) nor any person acting on behalf of the Commission is responsible for how the following information is used. The views expressed in this document are the sole responsibility of the authors and do not necessarily reflect the views of the EC”.

More information on the dissemination of results can be found in the Grant Agreement under art. 29.

Financial management

The IMPACT EdTech project is a H2020 project. It reimburses 100% of the eligible costs of the non-profit beneficiaries (EUN, FBA) and 70% of the eligible costs of the for-profit beneficiaries (ISDI). It also reimburses the eligible indirect costs that are declared on the basis of a 25% flat rate of the total eligible costs excluding subcontracting costs, costs of in-kind contributions and costs for providing financial support to third parties (FSTP).

The maximum grant foreseen is 6,997,730.00 EUR. As Coordinator, EUN needs to ensure the sound and efficient financial management of the project. For that reason, in addition to the periodic EC reports, each Beneficiary shall submit to EUN according to the schedule indicated in the section on "Protection of results" an internal technical and financial report in the format to be specified by EUN. Effective internal control will reduce risk and help ensure that information provided is reliable and in line with the objectives, budget and timeline set out in the Grant Agreement. In the event that EUN is unsure of a particular cost claim, or feels the need for clarification, it could request additional information and/or supporting documents.

The Grant Agreement contains detailed provisions about the eligibility of costs under the Horizon 2020 programme. Costs are usually based on **actual costs** that are in line with the following requirements according to Article 6 of the Grant Agreement – Eligible and Ineligible Costs:

- are actually incurred by the beneficiary;
- are incurred throughout the project duration – Article 3 of the Grant Agreement – except for costs related to the submission of the final report;
- are indicated in the budget set out in Annex 2 of the Grant Agreement;
- are incurred in connection with the action and are necessary for its implementation;
- can be identified and verified through the beneficiary's accounts and are in accordance with applicable accounting standards and usual accounting practices;
- they comply with all applicable national laws on taxes and labour and
- are reasonable and justified and comply with principles of sound financial management.

The standard budget categories include the following:

- direct Personnel Costs;
- direct costs of Subcontracting;
- direct costs of providing financial support to third parties;
- other direct costs (travel, equipment/infrastructure, other goods and services);
- indirect costs

Direct costs are costs that can be directly linked to the implementation of the action and thus can be charged to it directly. Direct costs should not include any indirect costs.

Indirect costs are costs that cannot be directly linked to the implementation of the action and thus cannot be charged to it directly.

For more detailed information concerning the eligibility of costs, type of eligible cost and their calculation please refer to the Grant Agreement – Article 6.

Budget

Figure 6 illustrates the budget distribution among the Impact EdTech partners.

BUDGET		ISDI	FBA	EUN	Total
BUDGET					
Direct Personnel Costs		287,950 €	177,300 €	234,820 €	700,070 €
Other goods and services	Travel	8,250 €	9,500 €	8,250 €	26,000 €
	Equipment	0 €	0 €	0 €	0 €
	Other goods and services	94,100 €	62,880 €	60,784 €	217,764 €
Direct Costs of sub-contracting		0 €	0 €	10,500 €	10,500 €
Financial support to third parties			5,953,800 €		5,953,800 €
Costs of In-kind contributions		0 €	0 €	0 €	0 €
Indirect Costs		97,575 €	62,420 €	75,964 €	235,959 €
TOTAL PROJECT COST		487,875 €	6,265,900 €	390,318 €	7,144,093 €
MAX EC contribution		341,513 €	6,265,900 €	390,318 €	6,997,730 €

Figure 6: The Impact EdTech budget distribution among partners

The Impact EdTech maximum grant amount (6,997,730.00 €) will be distributed to the coordinator in three steps:

- **Step 1:** A pre-financing of 5,598,184€ (80% of total grant), at the beginning of the project - out of which 349,886.50€ (5% of total grant) will be kept in a guarantee fund in the bank to be released at the payment of the balance,
- **Step 2:** an interim payment, paid within 90 days from the submission of the first periodic report in May 2021) – which is limited to 90% of the total grant amount.
- **Step 3:** a balance payment, paid within 90 days from the EC receiving the final report – reimbursing the remaining part of the eligible costs incurred during the implementation of the project.

Financial Support to Third Parties (FSTP)

Based on the budget illustrated in Figure 6 and the calendar of payments above, the consortium will dispose of 85% of the total grant amount to implement Impact EdTech. The main focus of the project is the redistribution of the 5,953,800€ (representing approximately 85.1% of the total grant amount) Financial Support to Third Parties (FSTP) budget to promising educational solutions throughout Europe. To ensure the success of the action, the Impact EdTech partners agree for the pre-financing received from the Commission to be used to fund only the successful applicants of the two open calls planned during the project, as Financial Support to Third Parties. The Impact EdTech project does not foresee any pre-financing payments to the consortium partners.

The FSTP funding includes the following types of payments:

- Fixed lump sums, paid by FBA to the SME beneficiaries upon the completion of tasks
- Voucher payments, paid to the services providers indicated in the DoA, which can be transferred directly by FBA or be done directly by the FSTP beneficiary, with FBA

reimbursing the cost. With the agreement of the European Commission, the consortium may decide for specific payments from the FSTP budget to be transferred directly by the coordinator to the provider of the service (e.g. for the practitioners' vouchers, the school facilities vouchers or the transport vouchers for educational mentors).

The partner in charge of the distribution of funds to successful FSTP beneficiaries will be FBA. EUN will be responsible for releasing the FSTP funds to FBA in tranches, in accordance with the payment milestones and upon receipt of agreed upon documentation from FBA, as presented in Table 10. This process will be repeated twice, to correspond to the two incubation cycles

Table 10: FSTP transfer of payments

Step	Number of SMEs	FSTP sum (up to per SME)	lump sum (deliverables)	FSTP validation from FBA to EUN)	FSTP Voucher	Voucher Voucher (for each SME)	sum sum (FBA to EUN) ⁴	FSTP voucher payment validation
Stage 0 – After Jury Day Each of the 38 SME invited to the Jury Day will receive their corresponding amount after their participation	Up to 38 per cycle	1,800 €		- Proof of attendance to the Jury Day (signatures list) - Mini-FSTP agreement signed by each SME participating in the Jury Day	n/a	0	n/a	
Stage 1 – 1.1. After Bootcamp 1 Each SME FSTP beneficiary selected for the first phase of the incubation cycle will receive their corresponding lump sum. The corresponding voucher payments for this step will be paid directly by the organisation managing travel budget of educational mentors and digital learning specialists.	Up to 21 per cycle	22,320 €		- Signed FSTP contracts - Submission of Individual Mentoring Plans for Phase 1 of the incubation	Travel and subsistence for: - Educational mentors (<i>Digital Learning Vouchers</i>) to participate in Bootcamp 1* - Digital Learning specialists (<i>Digital Learning vouchers</i>) to participate in MVP Live testing	800 € per mentor per event	Proof of attendance (signatures list from the responsible partner)	

⁴ These deliverables remain the responsibility of the partner who manages the FSTP funding at each step.

Step	Number of SMEs	FSTP lump sum (up to per SME)	FSTP lump sum validation (deliverables from FBA to EUN)	FSTP Voucher	Voucher Voucher (for each SME)	sum sum	FSTP voucher payment validation (FBA to EUN) ⁴
Stage 1 – 1.2 After MVP meeting							
<i>Three possibilities after the MVP meeting:</i>							
a) SMEs have not met their targets defined in the Individual Mentoring Plans, in which case => no payment is due	Up to 21 per cycle	51,180 €	- Proof that the KPIs and Deliverables for Phase I were met - Review of the KPIs and Deliverables included in the Mentoring Plans by the Mentoring Committee and approved by the Selection Committee	Planned for the Business (<i>Business vouchers</i>), Educational and Digital Learning (<i>Digital Learning vouchers</i>) mentors' support for the SMEs and evaluation of SMEs performance	Up to 10,000 €		Contracts with mentors signed Reports for the validation of the service: - 16 hours of business and educational mentoring; 2 days for digital learning mentors' participation in the MVP meeting - Review of SMEs milestones
b) SMEs have met all their targets but are not selected to take part in the second phase of the incubation cycle=> full payment due at this stage							
c) SMEs met all their targets and have been selected in the second phase of the incubation cycle => full payment due at this stage							
Stage 2 – 2.1 After Bootcamp 2							
Each SME FSTP beneficiary selected for the second phase of the incubation cycle will receive their corresponding lump sum. The corresponding voucher payments for this step will be paid directly by the organisation managing the educational mentors' (<i>Digital Learning Vouchers</i>) / pilot teachers' (<i>Practitioners' vouchers</i>) travel budget	Up to 11 SMEs, selected to participate in Phase II of the incubation cycle	35,000 €	Updated Mentoring Plan for Phase II of the incubation	Travel and subsistence for educational mentors (<i>Digital Learning Vouchers</i>) and pilot teachers (<i>Practitioners' vouchers</i>) to participate in the FCL training sessions and focus groups	800 € per mentor/pilot teacher per event		Proof of attendance (signatures list for each event)

Step	Number of SMEs	FSTP sum (up to per SME)	lump sum (up to per SME)	FSTP validation from FBA to EUN	lump sum (deliverables)	FSTP Voucher	Voucher Voucher (for each SME)	sum sum	FSTP voucher payment validation (FBA to EUN) ⁴
Stage 2 – 2.2 End Pilots Two possibilities after the end of the pilots: Three possibilities after the MVP meeting: a) SMEs have not met their targets defined in the Individual Mentoring Plans - Phase II, in which case => no payment is due b) SMEs have met all their targets => full payment due at this stage	Up to 11 SMEs per cycle	55,000 €		- Proof that the KPIs and Deliverables for Phase I were met - Review of the KPIs and Deliverables included in the Mentoring Plans by the Mentoring Committee and approved by the Selection Committee		Strand A: - Up to 20 hours of business mentoring per project - Up to 28 hours of educational mentoring + evaluation design and analysis - Up to 12 days of implementation for pilot teachers - Financial compensation for operational support to schools Strand B: - Up to 20 hours of business mentoring per project - Up to 15 hours of B2C mentoring - Go to market services	Up to 20,000 €		Contracts with Strand A and Strand B mentors signed Reports for the validation of services: Pilot teachers: timesheets and activity monitoring Activity monitoring of mentors and delivery of reports Contracts / invoices for the type B go to market services and school services

Amendments to the GA

The consortium is free to introduce amendments to the Grant Agreement, which should be agreed internally and which will be signed and submitted by the Coordinator on its behalf. An amendment can be submitted before the end of the project when one of the following situations arise:

- Change in the involvement of beneficiaries & linked third parties
- Change in the involvement of the Coordinating beneficiary
- Changes largely affecting the implementation of the project
- Changes significantly affecting the financial aspects of the grant

Amendments are not necessary in the following situations:

- For budget transfers between beneficiaries, budget categories and/or forms of costs set out in Annex 2, excluding subcontracting and if there is no change in the description of work. In-kind contributions that meet the following criteria:
 - They are specifically justified in the periodic technical report.
 - Their use will not trigger any changes to the Agreement that would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.
- Changes in the Participant portal (i.e. name or address of a beneficiary, linked third party or coordinator changes)
- If a universal takeover results in a change of beneficiary

Legal and Ethical Aspects

Protection of Personal Data

IMPACT EdTech, as a project, will deal with ethics issues related to 'Protection of Data' since it will collect general data of European entrepreneurs and SMEs, through an online form within FundingBox Platform, to select the projects, as well as confidential information on the performance of the selected EdTech Trials included on Acceleration Management System used by ISDI to follow up the Individual mentoring Plans. Any surveys, interviews or focus groups conducted during the follow up of EdTech Trials where personal information is gathered and stored, will be performed in way that pays adequate attention to data privacy, protection, and management. Proper use of data will be further detailed in D6.2 'Data Management Plan', due in February 2020, which will explain what type of data will be processed in the project, who will be involved in the processing, how data will be secured, how the functions of Data Controller and Data Processor will be organised in the Project, identification of specific risks and how data issues or questions will be dealt with.

Informed consent

Informed consent forms will be developed by EUN, each adapted to the specificities of the prototype to be validated in the pilot concerned. The consent forms will be developed in English, and each company must therefore translate the documents in the national languages of the countries where the pilot is taking place. For each validation pilot, EUN will develop two consent forms, each using adapted language to make sure that all information is understandable by the signing individual. When processing the data from minors, the consortium requires signatures from the legal guardian/parent of the student if the student is under 18 years old. In such cases, and in line with Commission guidelines and good practice, the consortium will also require the signature of the participating students themselves, provided that they have the capacity to understand the nature of the pilot and their role in it, as they have the right to know and consent for the treatment of their data. As with the information sheets, the language will be appropriate to the targeted audience. EUN is experienced in adapting the language of the text, using student-friendly language and parent-friendly wording to make sure all information is understood before signing the consent form. Additional specific provisions must be considered in order to address elements and matters that go beyond Data management, for example in the case of EdTech Trials piloted in classrooms, and even more so when vulnerable groups are involved in the piloting itself. In such cases, details on methods used for observation of students participating in the pilots need to be specified, and not only consent but active relationship with their legal guardians and/or carers must be secured, allowing them to monitor the process.

Gender aspects

IMPACT EdTech is committed to gender equality and will promote a diversity action plan which includes gender, functional and cultural diversity. Different cultures, awareness and approaches to gender issues will be integrated, including the following guidelines to be taken into account during the project execution:

At the project management level, IMPACT EdTech will take all measures to promote equal gender opportunities in the implementation of the action and will aim for a gender balance at all levels of personnel assigned to the action, including at supervisory and managerial level. Concretely, IMPACT EdTech will try to implement a gender balance of 40% of the underrepresented gender in decision-making structures and advisory groups.

When articulating the Expert Evaluators Panels, Pool of Mentors, Ethics Evaluators and Pilot Teachers IMPACT EdTech will try to reach also a 40% target of the underrepresented sex, considering the situation in the specific field of expertise. Evaluation process will include a mechanism to avoid biased decisions based on gender or cultural issues.

Regarding subgrantees, Open Calls will be run as a fair and open competition. As such, we will select projects based on the excellence of the idea proposed. However, we are keen to promoting the participation of women in project subgrantees. Therefore, in case of a tie the projects with a female in the position will be prioritized.

EdTech Trials supported by IMPACT EdTech will consider gender issues in two ways:

- as an aspect to be specifically targeted by some of the supported projects. Female learners will be one of the underserved target groups susceptible to be directly targeted.
- as a cross-cutting issue for all projects.

Application process will include gender analysis of the proposed solution while one of the evaluation criteria in the evaluation process will be the absence of gender bias. Other than that, MVP testing and pilot analysis will consider, amongst other issues, preliminary conclusions on the gender impact/bias of the solution.

Conclusions

The present deliverable aims to provide the Impact EdTech consortium partners with a common understanding of the project goals, expected results and potential risks to implementation and to provide clear guidance with respect to the management workflow, structures and procedures. Together with the Consortium Agreement, the Project Management Plan is one of the means of ensuring clarity for the project's operations and the effective delivery of tasks.

Annex 1: The Impact EdTech deliverable template



WP - Deliverable title (IMPACT0)

Month YYYY



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DELIVERABLE INFORMATION

Contract No.	871275
Work Package	
Responsible Organisation	
Date	
Deliverable Type	
Confidentiality level¹	
Authors	
Reviewers	
Filing code	IMPACTEdTech-DX.Y- Deliverable-template-final.docx

REVISION HISTORY

Revision	Date	Author	Organisation	Description
1.				
2.				
3.				
4.				
5.				
6.				

¹ 1 Confidentiality level:

PU = Public

PP = Restricted to other programme participants (including the EC services);

RE = Restricted to a group specified by the Consortium (including the EC services);

CO = Confidential, only for members of the Consortium (including the EC services).

INN - Internal only, only the members of the consortium (excluding the EC services)

GLOSSARY OF TERMS

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TABLE OF TABLES

Table 1: Table caption always above the table (IET-Caption) 8

Executive Summary

IMPACT-txt

Introduction (IMPACT1)

Text (IMPACT-txt)

Chapter 1 heading level 1 (IMPACT1)

Chapter 1 heading level 2 (IMPACT 2)

Chapter 1 heading level 3 (IMPACT 3)

Chapter 1 heading level 4 (IMPACT 4)

Chapter 1 heading level 5

Text (IMPACT-txt>)

- Bullet list – level 1 (Bullets0)
 - Bullet list – level 2 (Bullets1)

Table 1: Table caption always above the table (IET-Caption)

Column 1	Column 2	Column 3



Figure 1: Figure caption always under the figure (IET-Caption)

Annex 2: The Impact EdTech template for presentations



Presentation title



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