



Enhancing EU integration process literacy among university students in Western Balkans – EUfutur

Deliverable 1.1 – Steering Committee

Work package	Title
WP1	Management
Deliverable	Title
D 1.1	Steering Committee

Prepared by:

Project coordinator

European University of Tirana – UET

Approved by Steering Committee:

Feb. 2023



Project Steering Committee (PSC)

The Project Steering Committee (PSC) is the highest decision-making body of the EUfutur project.

PSC is comprised of seven (7) members overall, consisting of three members at project management level: project manager, finance manager and academic coordinator, that will represent the project coordinator institution – UET; and there will be also 4 representatives from each of the four direct collaborators that will contribute in the project as subcontractors, including one member from Istituto per l'Europa Centro Orientale e Balcanica, one from Universum college, one from 'Mother Teresa' University and one from University Sarajevo School of Science and Technology. The PSC has two primary project management functions: executive and administrative and will be lead by UET.

Two SCM will be organized at UET, one online and one onsite, one SCM will be organized by SSST online, and another online meeting will be organized by MTU also online. While the other two onsite meetings will take place at IECOB and one at Universum college. The meetings will take place with distance of approximately six months in between or if needed to anticipate an upcoming event it may take place sooner then sic month or a little later.

The executive project management consists of:

- Project progress review.
- Ensuring the project remains focused on achieving and delivering its objectives and maintains relevance within the theme of the logical framework matrix.
- Co-ordination and application of measures/procedures for quality control.
- Resolving any technical, administrative or contractual issues.
- Ethical consideration of the project work and deliverables.
- Preparation and distribution of non-technical reports, including exploitation plans.
- Approval and acceptance of final versions of technical reports prepared by the Partners.
- Ensuring the preparation of implementation strategies and agreements for the project results.

The administrative management consists of:

- Maintaining accurate consolidated records of costs, resources, and time
- Preparing and submitting the cost statements of all partners
- Remaining in close contact with the Education, Audio-visual and Culture Executive Agency (EACEA) and the EU Project Officer
- Communicating and coordinating dissemination and presentations.



The PSC will meet 6 times during the course of the project. The decisions are taken with the majority of votes. Three of the steering group meetings will take place online and three on site. If there is a need expressed by the majority of the representatives, additional sessions will be arranged.

The list with the names of the steering committee members is as follows:

1. Ketrina Cabiri Mijo – Project Manager - UET
2. Dardane Nuka – Finance manager - UET
3. Elvin Meka – Academic coordinator – UET
4. Stefano Bianchini – IECOB
5. Diturije Ismajli – MTU
6. Belma Ramic – SSST
7. Valon Murati – Universum

Conflict Resolution

As a general rule, the approach to project management in EUfutur project will aim at building and promoting consistency and efficiency in management in order to ensure the maximum cooperation with all the collaborators and stakeholders of the project. However, in the unlikely event that a conflict arises, a majority rules approach will be adopted so that the issue may be resolved through a fair and transparent decision-making process. Besides the sole coordinator of EUfutur is UET and as such the final decisions will be made by UET.

Decisions will be taken according after consultations with collaborators and with the university members. Where possible, issues will be resolved at WP level; with each collaborator participant, and where the issue cannot be resolved at the WP level then the matter will be reported to the project manager and to PSC with appropriate supporting evidence, which may include a full report or a presentation of the main issues of contention.

The PSC will review the issue and report back with a final decision, which will be taken by majority vote, within one month from receipt of report/presentation. In the unlikely event that the PSC cannot resolve a dispute on a legal matter, the agreement with collaborators as subcontractors will provide for the use of a court of arbitration in Albania.



Project Management Plan

Enhancing EU integration process literacy among university students in Western Balkans – EUfutur

Prepared by:

Project coordinator

European University of Tirana – UET

Approved by Steering Committee:

Feb. 2023

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Contents

1. Project Card.....	3
2. Executive summary.....	3
3. Project introduction.....	4
4. Project management	5
5. Organization’s role and responsibilities	6
The coordinator	6
The partners	7
Project Steering Committee (PSC)	7
Quality Assurance Committee (QAC).....	9
Conflict Resolution	9
6. Financial management.....	10
Audit trail	10
7. Project communication and dissemination	11
8. Project work package implementation	12
9. Quality assurance of project activities and outcomes.....	12
10. Periodic Reporting	13
11. Expected project risk.....	13

1. Project Card

Project Title	Enhancing EU Integration process literacy among university students in Western Balkans - EUfutur
Project's acronym	EUfutur
Project's budget	EUR 93,046
Funded by	Erasmus+ Programme of the European Union
Agreement number	
Project timeline	Feb 2023 – October 2025
Project Coordinator	European University of Tirana
Countries involved	Albania (with subcontractors from Italy, Kosovo, North Macedonia and Bosnia and Herzegovina)
Project Coordinator	European University of Tirana – HEI
Working packages	<p>WP1 – Management and Quality Control</p> <p>WP2 – Teaching and lecturing on EU integration</p> <p>WP3 – Regional survey on Financial Literacy and knowledge on EU Financial Infrastructure and Institutions</p> <p>WP4 – Preparing a policy paper for Ministry of Education</p> <p>WP5 – International quiz on EU policies, institutions, markets and interaction process</p> <p>WP6 – Open lectures, seminars, workshops and debates</p> <p>WP7 – Students’ research papers (second cycle diploma thesis) on EU issues, market and institutions, policies, infrastructure</p> <p>WP8 – Dissemination</p>

2. Executive summary

This Project Management Plan is intended to guide the project coordinator to ensure a smooth management of the project and support all the involved parties in the effective and efficient administration, procedural and financial management of the project “Enhancing EU Integration process literacy among university students in Western Balkans - EUfutur “. It focuses on project implementation procedures, structures and coordination and sets out key responsibilities for an engaging and interactive participation. It is intended to support the achievement of project objectives, the effective management of partner progress and the timely delivery of project results.

This Project Management Plan sets out:

- The procedures and standards to be used in the EUfutur project;
- The key roles and responsibilities;



- How the project will be carried out, measured, monitored, accounted for and safeguarded during the project;

3. Project introduction

This project proposal aims to create and run a center of excellence at the European University of Tirana, in Albania, in cooperation with other the pre-accession countries: Albania, Bosnia-Herzegovina, Kosovo, and The Republic of North Macedonia, and with one EU country, Italy. Such a consortium will focus primarily on the promotion of the European Union studies and policies in the region, with a particular emphasis on the prospects of each individual country for EU membership. Four countries in the Western Balkans are already candidates for EU membership. Two of them, Montenegro and Serbia are in official accession talks and if EU enlargement policies remain unchanged (and Serbia's relations with Kosovo are normalized and their bilateral disputes resolved) they both could join the Union as early as the middle of the next decade. The other two, Albania and North Macedonia—the later having finally reached agreement with Greece over its name in 2018—are still EU candidates. The European Commission has promised to start accession talks with both countries several times but at the time of writing has again postponed them due to opposition from some member states.

The proposed project aims to enhance collaboration among various institutions of higher education in the Western Balkans, specifically the above mentioned four pre-accession countries. The activities proposed within the framework of this action cannot be successfully achieved at a national level therefore the entire project has a multinational (regional) dimension, bringing together four collaborators from Western Balkans such as Albania, Bosnia-Herzegovina, Kosovo, and Republic of North Macedonia, and one EU country, Italy who will be engaged in the project as subcontractors to contribute in specific work packages related to their experience.

The specific objectives of this project

- Promote excellence in teaching and research, in the field of European Studies, issues, and practices.
- Expand knowledge about EU and its respective policies, standards, convergence criteria, etc. Given the current revision of EU convergence criteria, this knowledge needs to be conveyed to the general public and key stakeholders involved in the EU integration and access process in Albania.
- Promote and establish a dialogue between academia and other stakeholders, focusing mainly on students in higher education institutions not normally dealing with EU issues.
- Review, update and complement current curricula on EU policies, market, institutions, as well as the EU integration process.

In order to foster their collaboration, various activities as platforms for information and knowledge exchange will be established to mutually enhance and share informed knowledge and various good practices. They include:

- (1) Teaching and lecturing on EU integration topics.



- (2) Regional survey on Financial Literacy and knowledge on EU Financial Infrastructure and Institutions.
- (3) Preparing a policy paper for Ministry of Education.
- (4) International quiz on EU policies, institutions, markets and interaction process.
- (5) Open lectures, seminars, workshops and debates
- (6) Students' research papers (second cycle diploma thesis) on EU issues, market and institutions, policies, infrastructure.
- (7) A final regional scientific conference on the EU-Western Balkans relation.

Taken together, all these activities are expected to have a positive impact on academic curricula and research agendas that focus on EU studies in a variety of ways. They are expected to foster the development of existing capacities for quality scholarly and public activities at the universities involved in this project on matters related to the European Union, as well as create new avenues and forums for searching, teaching, debating and sharing views, research methodologies and experiences in the area of EU studies. Just as importantly, they are expected to have an important effect on public and especially younger generation's perception about the European Union and EU policies, institutions, and EU.

4. Project management

EUfutur project will adopt a management structure based on concepts developed and adopted during previous EU supported projects. The project has been structured so as to have both executive and distributed management systems in place. Overall, the EUfutur project will be managed by the Coordinator- UET who will be in charge on the management of all the tasks by work packages (WP) and the Project Steering Committee (PSC), and also the involvement of other organizations and HEIS from other countries, involved a subcontractors and collaborators.

The structure of the project and its management is clear to the coordinator, and it is designed to ensure that its outputs deliver its objectives and series of key indicators have been identified through the management of which enable the project to progress to time and on budget.

All project participants share the project vision, understand project objectives and plan, perform the tasks at their best and on time and are committed to achieving them. The internal project governance is horizontal and based on the transparency and accountability of all project partners and members, guided by the Grant Agreement (including project application), partnership agreement, Erasmus+ Programme Guide and project management and risk plan.

Tools and methods

- The project goal and objectives are presented to all members involved, from the very beginning and are clear to everyone.
- All the project materials are structured and available to all project members.



- Regular fixed meetings on the project implementation are conducted in which all project members take part and bring their ideas and comments.
- The project workshops/training/events take place as planned in the Application form, if needed revised and agreed at the Steering Committee meetings.
- All project meetings are protocolled and their minutes are available to all project members on the file sharing platform (Web-Online platform).
- The EUfutur project methodology for quality assurance is applied. The usage of tools for monitoring and evaluation are operative, and in use from managers from all partner organizations providing a timely overview of the project progress.
- The project management and risk plan is developed and used by all project members.
- Regular inter-coaching between the project partners on issues of administrative and financial project management and WP implementation takes place.

5. Organization's role and responsibilities

To ensure that all parties involved are committed to delivery of a high-quality project, all roles and responsibilities will be clearly agreed and outlined in partnership agreements.

Some areas for everyone to consider implementing a high-quality project include:

- Ensuring a strong and effective internal and external communication is in place prior to project implementation.
- Ensuring that the training content is relevant to the needs of participants as well as meeting the objectives of the project.
- Ensuring that there are clear and appropriate monitoring arrangements in place.
- Ensuring that clear management strategies are in place, with appropriate personnel responsible for managing the project.
- Having clear financial managing mechanisms and an appropriate accounting system in place to ensure all evidence of expenditure is recorded.
- Having quality control measures in place to allow to evaluate the impact and the progress of the project on an ongoing basis and ensure appropriate action is taken if required within the project budget and project time-frame.
- Having a (smart) dissemination plan in place to ensure that all parties disseminate project results to the relevant target groups, using appropriate channels at different stages of the project.

The coordinator

The Coordinator – UET – European University of Tirana, has the overall responsibility for ensuring the success of the EUfutur project, from inception to completion. The coordinator is the leader of the Project Steering Committee.



The coordinator's responsibilities include:

- Monitoring project progress, with continuous reporting in line with WPs deliverables and deadlines;
- Overall quality control of all deliverables including their timely delivery to the EU Project Officer;
- Ensuring full ethical compliance;
- Cooperation with the EU project officer and negotiating any changes to the project structure, where necessary;
- Directing communications between any party involved;
- The day-to-day management of the project will be led by Ketrina Cabiri Mio and Dardan Nuka

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Dr. Ketrina Cabiri Mijo

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The collaborators subcontracted from other countries:

- Ensure adequate communication with the coordinator and with the other beneficiaries;
- Support the coordinator in fulfilling its tasks according to the Grant Agreement;
- Submit in due time to the coordinator all relevant data needed to draw up the reports, and any other documents provided for in the Grant Agreement, as well as all necessary documents in the events of audits, checks or evaluations regarding the WP they will be involved;
- Provide the coordinator with any other information or documents it may require and which are necessary for the management of the project regarding the WP they will be involved;
- Notify the coordinator of any event likely to substantially affect or delay the implementation of the action, as well as of any important deviation of the project regarding the WP they will be involved;
- Deliver the work they are subcontracted for on time and 1000% completed.

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Quality Assurance Committee (QAC)

EUfutur project aims the highest level of quality at every stage of the project evaluation and monitoring processes. The Quality Assurance Committee (QAC) is composed of 3 members: the project manager and two quality assurance experts from UET. QAC will establish internal quality control mechanisms and their representatives will continuously check the output of its project team. The members of the QAC are key responsible persons from European university of Tirana that are in charge of quality Assurance.

The role of QAC is to guarantee the quality and timeliness of the deliverables as identified in Application Form and action plan in EUfutur.

- The QAC is responsible to draft the Quality Assurance Plan which will contain the description of internal monitoring and evaluation procedures, methodology of evaluation, as well as a set of quality criteria against which the project will be evaluated.
- QAC will meet every month and before important events take place or before the conclusion of deliverables.
- Each member of the QAC will carefully be responsible for the implementation of the tasks that will be agreed upon during the meetings.
- QAC is coordinated and cooperated with the Project Manager (PM) on general issues related to the level of quality of the project's deliverables.
- QAC is responsible for the Quality Assurance exercise of deliverables.
- QAC receives drafted deliverables and technical reports from the WP contributors and provides feedback using the Quality Control Plan.
- Sends the Quality Control Report of deliverables to the PM.
- Verifies the satisfactory implementation of the recommendations included in the Quality Control Report of deliverables, in co-operation with the WP Leaders.

Conflict Resolution

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6. Financial management

The maximum Erasmus+ grant contribution to the project for the contractual period covered by the Grant Agreement amounts to **EUR 93,046.00** and this estimated budget for the action (lump sum breakdown) is set out in Annex 2. It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package, and shall take the form as stipulated in Annex III of the Grant Agreement.

The financial statement will contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period. Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39). Amendments for transfers between work packages are moreover possible only if: - the work packages concerned are not already completed (and declared in a financial statement) and - the transfers are justified by the technical implementation of the action

Audit trail

The necessary proofs of expenditure/activity (as specified in the Guidelines for the Use of the Grant), will be sent to the coordinator as per the Reporting timetable, costs actually incurred in accordance with the estimated budget breakdown and followed by the audit trail.

Subcontractors will participate in the action, as it was necessary for the implementation. Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any). The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors. The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

The day-to-day financial management of the project will be led by Dr. Rudina Qurku.

Contact Details:

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7. Project communication and dissemination

EUfutur project communication adheres to the KISS principle (*keep it simple and straightforward*). The project members freely, openly, transparently and respectfully communicate between themselves and with the coordinator. The information and updates are communicated without delays via email and online meetings.

The principle of the project communication is introduced from the very beginning consisting of a regular and transparent communication. All-important communication is documented centrally and internally for reporting or auditing purposes and will be done via communication channels such as working e-mails, online conferencing (Zoom, Google Meet), Whatsapp, Viber and Messenger (upon extremely urgent request).

Networking and mutual exchange of ideas and suggestions will take place regularly during meetings, workshops, trainings, round tables, project conference, other events and during social dinners after the project workshops.

Project dissemination will involve institutional, national, and international activities. It will be focused on promoting the project and its participants and raising awareness of the public about the potential benefits of the project results. One of the first tasks is creating this document at the very beginning of the project to update it regularly throughout the project. Other important activities to be performed at the beginning of the project are also to define the project's visual identity (logo) and design and print promotional material (flyers, posters, etc.) that will be distributed during the span of the project.

Besides, the project website is developed and maintained (regularly updated with new information). The function of the website is to inform all target groups about the project realization and achieved results. Social networks are utilized to spread the information about the project to the experts in the field (using LinkedIn) and to reach the student population (using Facebook and LinkedIn). The awareness campaign will include communication with the media by advertising on TV, radio, and newspapers. All events will be documented and displayed on the project website. Dissemination of the project outcomes will be carried out also through all study programs.

In the long-term perspective of the project, it is necessary to increase capacities to competencies to co-produce knowledge and research with impact in the context of tripe Helix. This goal will be achieved mainly through the distribution of brochures, leaflets and booklets aimed to provide all relevant project information to interested stakeholders, as well as to publish information about EUfutur in the media.



8. Project work package implementation

USIA project work packages will be delivered on time and in a quality manner according to the LFM (see annex 1) and the quality assurance plan.

The project will be implemented via 8 WP.

WP1 – Management and Quality Control

WP2 – Teaching and lecturing on EU integration

WP3 – Regional survey on Financial Literacy and knowledge on EU Financial Infrastructure and Institutions

WP4 – Preparing a policy paper for Ministry of Education

WP5 – International quiz on EU policies, institutions, markets and interaction process

WP6 – Open lectures, seminars, workshops and debates

WP7 – Students' research papers (second cycle diploma thesis) on EU issues, market and institutions, policies, infrastructure

WP8 – Dissemination

The WP project implementation is greatly guaranteed by the project members who possess high expertise and qualifications in their occupational spheres. Depending on the task to be delivered, the coordinator of the project together with the collaborators as subcontractors of respective work packages or deliverables team performs it best to their knowledge and skills and in compliance with the EACEA guidelines, national and institutional laws and rules (if relevant), scientific standards (if relevant) and project guidelines. Following the principles of the EUfutur project methodology, the entire team is responsible for the product and its quality and there is no formal separation of roles or dedicated group that is solely responsible for project high quality and implementation. Each team member contributes his or her own special skills but is not exclusively tied to that particular role.

The problems and obstacles encountered are to be identified, communicated to the project manager and SC. The project implementation is discussed with the project team during regular short, fixed days (every two-three weeks) and iterative planning takes place.

9. Quality assurance of project activities and outcomes

The project deliverables are diverse in nature, so the quality criteria are specific for each project deliverable, but all project deliverables will be accomplished on time according to the project application and meet the project objectives, needs and expectation of target groups. They are in line with the EACEA requirements to the implementation of Erasmus+ projects. If relevant, they comply with scientific (academic) standards, national legislation and institutional regulations.



Since the project deliverables are diverse in nature, no single method can be applied in order to assure the quality, but each one needs an individual approach. However, common feature of how to achieve that is to use multi-layered peer review. From the initial stage till accomplishing the task and obtaining the project result, the responsible team/person reports to the project consortium on the current state of development and encountered difficulties/problems if any, upon it the necessary changes are introduced. This method is in line with the principle of the QPA and the quality assurance team responsibilities.

Internally is performed by the coordinator university UET' quality experts, through regular self-evaluation and through internal project evaluation sheets. Moreover, an important role is played by the oral feedback from the project members. Internal quality control serves the improvement of the project management and project implementation. It has an advisory character. Upon the results of self-evaluation and internal project surveys, quality assurance will take place to present annually the results of internal quality control for reflection and improvement.

External monitoring of the project may be performed by the National Erasmus+ Office in Albania, External audit, the EACEA, and external experts.

Apart from the monitoring from the NEO, EACEA, and external experts, UET will additionally subcontract the external audit agency for the purpose of preparation of External Audit Report on the project's financial statements in accordance with the recommendations and templates of the EACEA that will be needed for internal purposes.

10. Periodic Reporting

The coordinator is responsible for reporting in due time to the Executive Agency as required in the Grant Agreement. For this purpose and in a timely manner, the coordinator commits to provide and upload the 100% completed deliverables with all necessary information and if required, any other documents required in the Grant Agreement. This will enable the monitoring of technical progress of the project in relation to work package plans, deliverable and project milestones as well as providing an overview of resources committed by the coordinator and the collaborators (in this case subcontractors). Monitoring progress on achieving work plan objectives, the progress report is also a useful monitor in terms of financial reporting and will complement the financial management.

11. Expected project risk

Risk management is a continuous process throughout the lifetime of a project and addresses the planning of risk management, identification, analysis, monitoring and control. Risk assessment will be updated throughout the project lifecycle as unexpected sources of risk can be identified at any time. It is the objective of the risk management plan to decrease the probability and impact of events adverse to the

project. In contrast, any event that could have a positive impact should be exploited. Transparency and a good communication between the Steering Committee (SC) and the project members are key to avoid problems and conflicts before they arise. A good communication strategy will favor the cohesion among the participants, while giving a positive image of the project to the outside. It is the responsibility of all EUfutur Project Manager to communicate the status and effectiveness of each risk to all project members and the university management as well as the mitigation plan in order to update the risk management plan and assess the relevance of the tools. Risk exposure will be continuously reevaluated and modified accordingly.

Some of the major perceived risks related to the project work plan are listed in the table below, including a classification of their probability and a description of contingency measures envisaged by the consortium.

Risk	Reasons	Level of risk	Risk management strategy
Low level of involvement of stakeholders	There is a possibility that some of the stakeholders, especially public institutions or students may not be willing to take part in planned activities	Low	Constant communication with all stakeholders and focusing all promotion activities at target groups of the project. Already established cooperative links with different stakeholders and collaborators, as well as with students, media, civil society and public institutions will be used to remedy this problem.
Conflict among team members	During the implementation of the project, there is a possibility of conflicting activities among project team members and overlapping of dependent activities.	Low	Meticulous planning of project activities and scheduling during the preparation phase. Constant communication among project team members and collaborators will ensure that any arising conflicts are resolved immediately.
Delays of project implementation	Due to either/both internal or external factors, delays of project activities and/or project	Medium	Meticulous planning of project activities and scheduling during the preparation phase. Use deadlines for the



	implementation may occur.		project, as well as constant communication with project team and collaborators, in order to ensure deadlines are met and delays do not occur. During the implementation of the project, risk assessment will be made on quarterly intervals, in order to ensure that objectives are met, and risk management strategies are in action.
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