

Breaking Digital Barriers

A Digital Manual for Effective Online Meetings and Remote Collaboration Across Borders

Work Package 1: Project Management and Coordination

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User Guide – How to Use This Manual

This Digital Manual is designed as a **practical, modular, and user-oriented resource** to support effective online collaboration and digital project management within transnational Erasmus+ Sport projects. It is intended for coordinators, work package leaders, partner organizations, educators, trainers, and administrative staff involved in the implementation of *From Classrooms to the Pitch*, as well as for external stakeholders seeking a replicable model of digital cooperation.

The manual is structured to allow **selective and progressive use**, depending on the role and level of involvement of each user:

- **Project coordinators and WP leaders** are encouraged to consult the full document, with particular attention to Sections 3 and 4, which define the digital ecosystem, workflows, and governance rules.
- **Partner staff, educators, and trainers** may focus primarily on Sections 3 and 4 and on the practical Annexes, which provide clear operational guidance, templates, and checklists for daily use.
- **New staff members or collaborators joining the project at a later stage** should begin with Annex 2 (Digital Onboarding Checklist) to ensure rapid and consistent integration into the project's digital environment.
- **External organizations and project designers** interested in replication may use the manual as a standalone reference, adapting the tools, workflows, and templates to their own organizational and territorial context.

Each section of the manual is designed to be **self-contained**, while at the same time contributing to a coherent and unified digital framework. The Annexes play a central role and are intended for **direct operational use**, supporting meeting organization, task tracking, onboarding, and documentation.

The manual should be understood as a **living document**. Partners are encouraged to refer to it regularly, apply its guidelines consistently, and update its content whenever changes occur in tools, workflows, or organizational structures. Through its systematic use, the manual supports transparency, inclusiveness, accountability, and sustainability in digital collaboration, ensuring that all partners can participate effectively and on equal terms throughout the entire project lifecycle.

One-Page Visual Overview

A Digital Manual for Effective Online Meetings and Remote Collaboration Across Borders

WHY – Purpose

To ensure **inclusive, efficient and transparent digital collaboration** among partner organizations from different countries, languages and levels of digital maturity, enabling them to work as **one coordinated team** throughout the entire project lifecycle.

WHO – Target Users

- Project Coordinator and WP Leaders
- Partner organizations and administrative staff
- Educators, trainers, and coaches involved in project activities
- New staff and collaborators joining during the project
- External sport organizations and NGOs seeking replicable models

WHAT – Core Components

1. Shared Digital Ecosystem

A coherent set of accessible and widely used tools:

- Zoom – online meetings and coordination
- Google Drive – document repository and archiving
- Trello – task and workflow management
- Miro / MS Whiteboard – collaborative drafting and brainstorming
- Google Forms – feedback and evaluation
- Mentimeter – engagement and interaction

2. Unified Workflow Logic

Meetings → Decisions → Tasks → Deliverables → Feedback

All steps are **traceable, documented and interconnected**.

3. Practical Annexes

- Annex 1: Meeting agendas, minutes, follow-up templates
- Annex 2: Digital onboarding checklist
- Annex 3: Trello workflow schema

HOW – Key Working Principles

- **Digital inclusion:** simple tools, onboarding support, peer mentoring
- **Transparency:** shared access, documented decisions, visible progress
- **Accountability:** clear roles, deadlines, and responsibilities
- **Efficiency:** reduced duplication, structured workflows
- **Security:** controlled access, data protection awareness

WHEN – Project Lifecycle Coverage

- **Start-up phase (M1–M3):** onboarding, training, setup
- **Implementation phase:** daily/weekly coordination and monitoring
- **Evaluation and reporting:** data traceability and documentation
- **Post-project:** reusable framework for continued cooperation

IMPACT – Expected Results

- Increased digital competence of project staff
- Reduced communication delays and misunderstandings
- Improved quality and consistency of project management
- Stronger collaboration across borders and sectors
- Replicable digital model for future Erasmus+ initiatives

LEGACY – Beyond the Project

The manual and its tools form a **sustainable, open-access digital cooperation framework**, supporting long-term collaboration and strengthening digital governance capacities within grassroots sport and education organizations across Europe.

1. Introduction and Purpose

The deliverable *Breaking Digital Barriers* represents a cornerstone of the consortium's shared commitment to ensuring effective cross-border cooperation through **inclusive, innovative and accessible digital practices**. Conceived as one of the first outputs of the Erasmus+ Sport project *From Classrooms to the Pitch*, this manual serves both as a practical guide for the consortium and as an open-source reference for other European organizations seeking to strengthen their digital collaboration capacity.

In an increasingly interconnected Europe, where distance, language and differing levels of digital literacy can hinder cooperation, this manual responds to a concrete need: **to build a common digital culture** that enables partners from Italy, Slovakia and North Macedonia to work as one unified team. It provides a structured framework for planning, communicating, sharing data and coordinating activities remotely, while maintaining the human and inclusive dimension that characterizes the Erasmus+ spirit.

Beyond outlining tools and workflows, *Breaking Digital Barriers* embodies the project's belief that **digital transformation is not only technological, but social**. The manual describes how online platforms, virtual meetings and shared repositories can become instruments of inclusion — allowing every partner, teacher, coach or school involved to participate fully, regardless of location or digital skill level. It also promotes fair access to information, transparency in communication, and ethical handling of data, ensuring that collaboration is both efficient and responsible.

By developing this document in the **early phase of the project (Month 3)**, the consortium lays the foundations for a digital ecosystem that will support all subsequent Work Packages and activities. It establishes clear standards for communication and reporting and helps to prevent inefficiencies arising from fragmented tools or inconsistent workflows. In doing so, it sets a benchmark for internal coordination and external replicability — enabling other small and medium-sized sport organizations, schools and NGOs to learn from its model.

Alignment with Erasmus+ Sport Priorities

The deliverable *Breaking Digital Barriers* is fully aligned with the key priorities of the Erasmus+ Sport Programme, particularly in relation to **digital transformation, inclusion and diversity**, and **good governance in sport**. Through its objectives, structure, and practical tools, the manual directly contributes to strengthening organizational capacity and improving the quality of cooperation within and beyond the project consortium.

Digital Transformation

The manual actively supports the digital transformation of grassroots sport and education organizations by introducing a coherent, accessible and cost-effective digital ecosystem for project management and collaboration. Rather than promoting advanced or highly specialized technologies, *Breaking Digital Barriers* focuses on widely available tools that enable organizations

with limited digital resources to modernize their internal processes. By fostering digital skills development, structured online workflows and data-driven coordination, the deliverable contributes to the modernization and professionalization of sport project management in line with Erasmus+ priorities.

Inclusion and Diversity

Inclusion and diversity are core principles underpinning the design of the manual. The selected tools and workflows are intentionally inclusive, ensuring participation regardless of geographical location, language background or level of digital competence. Measures such as simplified tutorials, asynchronous collaboration and peer support systems reduce barriers to engagement and promote equal access to information and decision-making processes. By enabling diverse organizations and individuals to collaborate on equal terms, the manual reflects the Erasmus+ commitment to inclusive participation and social cohesion in sport.

Good Governance in Sport

The manual contributes to good governance in sport by promoting transparency, accountability, and structured decision-making. Standardized templates, traceable workflows, clear allocation of responsibilities and follow-up procedures ensure that project activities are managed in a professional and auditable manner. These practices strengthen internal governance, support compliance with Erasmus+ monitoring and reporting requirements and enhance trust among partners. By embedding governance principles into everyday digital practices, *Breaking Digital Barriers* supports the development of sustainable and responsible management models within grassroots sport organizations.

Overall, this deliverable translates Erasmus+ Sport priorities into **concrete operational practices**, demonstrating how digital tools can serve as enablers of inclusion, quality and good governance rather than as barriers. In doing so, it reinforces the strategic value of the project and increases its potential for impact and replication across the European sport and education sectors.

Key purposes include:

- Establishing standardized digital practices across all partners to ensure consistency and accountability.
- Reducing operational inefficiencies caused by fragmented communication and uncoordinated digital tools.
- Promoting equitable access to resources, platforms and training opportunities.
- Creating a **replicable and adaptable model** of digital collaboration applicable to other Erasmus+ and EU-funded initiatives.
- Strengthening digital competence within the sport and education sectors as a legacy beyond the project itself.

2. Objectives

The objectives of *Breaking Digital Barriers* are both **strategic** and **operational**, aligning with the consortium's broader mission to create a digitally competent, transparent, and collaborative environment that enhances the efficiency and inclusiveness of cross-border cooperation.

Strategically, the manual contributes to the **long-term capacity building** of all partner organizations by developing digital skills, promoting innovation in communication, and ensuring that the project's working culture reflects the principles of equality, accessibility, and accountability.

Operationally, it provides a **clear structure for daily project management**, defining how meetings are organized, how documents are shared and updated, and how partners interact within a secure, well-governed digital framework. This dual focus ensures that the consortium's internal functioning becomes a model of excellence that can inspire other Erasmus+ Sport initiatives.

Beyond simply introducing new tools, the manual helps partners **adopt a common digital language** — fostering a sense of cohesion that allows geographically distant teams to work together as if they were in the same room. Through guidelines on online meeting etiquette, document management protocols, and data protection principles, *Breaking Digital Barriers* guarantees that every communication, task, and deliverable is traceable, inclusive, and consistent across all countries involved.

It also emphasizes the importance of **responsible and sustainable digitalization**, promoting the conscious use of technology as a means to empower people and organizations, rather than overwhelm them. In doing so, the manual supports the development of professional confidence, mutual trust, and a shared sense of purpose among all project actors — from coordinators and technical staff to teachers, coaches, and school representatives.

Specific Objectives

1. Promote Digital Inclusion

Ensure that every partner organization and stakeholder, regardless of prior digital experience, linguistic background, or available infrastructure, can participate effectively in the project's online environment. The manual promotes equal access to digital tools, training materials, and communication channels, ensuring that no institution or individual is left behind due to technological or language barriers.

2. Standardize Online Collaboration

Establish consistent, transparent, and user-friendly procedures for online meetings, document sharing, and reporting. By introducing harmonized workflows, the manual prevents misunderstandings, reduces fragmentation, and promotes a coherent operational rhythm across all Work Packages and participating countries.

3. **Enhance Efficiency**

Streamline project workflows to minimize redundant tasks, avoid duplication of effort, and save time lost due to unclear communication or poor document management. The manual introduces templates, shared repositories, and predefined reporting structures that make coordination faster, more predictable, and more professional.

4. **Ensure Transparency**

Guarantee that all project actions, decisions, and outputs are traceable and accessible to all partners. Through shared digital dashboards, standardized minutes, and visible progress tracking, the consortium fosters a culture of openness, responsibility, and collective ownership of results.

5. **Facilitate Replicability**

Provide a transferable and scalable framework that other organizations can easily adapt to their context. By documenting each tool, workflow, and lesson learned, *Breaking Digital Barriers* becomes a **replicable model of digital collaboration**, serving as a resource for future Erasmus+ and EU-funded initiatives that aim to modernize coordination practices.

6. **Build Sustainability**

Integrate digital tools and methodologies that will remain useful beyond the lifetime of the project. The manual promotes sustainable practices — such as cloud-based collaboration, reusable templates, and cross-training among partners — that ensure long-term impact, institutional memory, and continued cooperation even after the project's official conclusion.

7. **Encourage Continuous Improvement** (*added for depth*)

Foster a mindset of ongoing learning and digital evolution. The manual encourages partners to periodically review their digital practices, evaluate efficiency, and adapt to emerging technologies and tools that can enhance project delivery in future initiatives.

External Target Groups and Replicability

Although *Breaking Digital Barriers* has been developed primarily to support the internal coordination of the *From Classrooms to the Pitch* consortium, it is intentionally conceived as an **open-source and replicable manual** designed to benefit a broader range of organizations operating in the sport, education, and non-profit sectors.

The manual is particularly tailored for organizations that operate in **resource-constrained or grassroots contexts**, where advanced digital infrastructures may not be available and where there is a strong need for simple, accessible and cost-effective collaboration tools. Its structure, language and selected platforms are designed to be easily adaptable without requiring specialized technical expertise or significant financial investment.

The primary external target groups for replication include:

- **Small sport clubs**, especially those engaged in grassroots, youth and amateur sport, which often rely on volunteer-based structures and require practical solutions for coordination, reporting, and communication at local and transnational level.
- **Grassroots organizations** involved in community-based sport, social inclusion and educational activities, seeking to improve internal governance, transparency and cross-organizational collaboration through digital tools.
- **Schools and educational institutions**, including primary and secondary schools participating in sport-related or interdisciplinary projects, which can benefit from standardized digital workflows for coordination between teachers, coaches and external partners.
- **Non-governmental organizations (NGOs) with limited digital capacity**, particularly those involved in Erasmus+ and other EU-funded initiatives, looking for a clear and replicable framework to manage online meetings, documentation, and project monitoring effectively.

By clearly identifying these target groups, the manual positions itself as a **transferable capacity-building resource**, capable of supporting digital transformation beyond the scope of the project itself. The open-access publication of the manual and its annexes further reinforces its potential for replication, adaptation, and reuse across different territorial, organizational, and cultural contexts throughout Europe.

3. Tools and Platforms

3.1 Overview and Purpose

To effectively overcome geographical, linguistic, and organizational barriers, the consortium has deliberately adopted a comprehensive and integrated set of digital tools designed to ensure **efficiency, transparency, accessibility, and inclusivity** throughout all phases of the project lifecycle. Given the transnational nature of the partnership and the diversity in organizational size, structure, and digital maturity among partners, particular attention was paid to selecting platforms that are intuitive, reliable, and widely used, so as to avoid creating additional barriers to participation.

The selected digital ecosystem covers **six key operational areas**, each addressing specific coordination and collaboration needs while reinforcing mutual trust, shared responsibility, and equal involvement across the consortium.

1. Video conferencing

Video conferencing tools are used to guarantee regular, structured, and effective communication among partners, enabling real-time dialogue despite physical distance. These platforms support online project meetings, coordination calls, steering group discussions, and training sessions, ensuring continuity in decision-making and alignment on objectives, timelines, and responsibilities. Features such as screen sharing, session recording, live chat, and breakout rooms facilitate inclusive discussions and allow partners to revisit key points when needed, supporting partners who may not be able to attend live due to scheduling or language constraints.

2. File sharing and archiving

A centralized file-sharing and archiving system has been implemented to ensure that all project-related documentation—administrative, financial, technical, and educational—is stored in a structured and accessible manner. This approach guarantees traceability, version control, and transparency, allowing partners to easily retrieve updated documents, templates, deliverables, and reporting materials. Clear folder structures and shared access rights help reduce duplication of work and prevent information loss, while also supporting accountability and compliance with Erasmus+ reporting requirements.

3. Project and task management

To support effective coordination and workload distribution, dedicated project and task management tools are used to visualize progress, deadlines, and individual responsibilities. These platforms allow the consortium to break down work packages into concrete tasks, assign ownership, monitor implementation status, and identify potential delays or risks at an early stage. This shared overview strengthens collective responsibility, improves time management, and enables partners to better coordinate interdependent activities across countries and work packages. The Quality & Continuity Manager is the designated role responsible for digital governance, repository structure, access control and continuity procedures; this role may be assigned to any partner according to internal capacity.

4. Collaborative brainstorming and co-creation

Digital collaborative tools are employed to facilitate remote brainstorming, ideation, and co-creation processes. These platforms are particularly valuable for jointly developing educational materials, workshop concepts, communication strategies, and dissemination outputs. Through shared digital whiteboards, sticky notes, visual mapping, and real-time collaboration, partners can contribute ideas equally, regardless of location or language proficiency, fostering creativity, peer learning, and a strong sense of co-ownership of project outputs.

5. Feedback, monitoring, and evaluation

To ensure continuous quality improvement and evidence-based decision-making, dedicated tools are used for collecting feedback and conducting evaluations. These platforms support surveys, questionnaires, and structured feedback forms targeting participants, teachers, coaches, and

partner organizations. The collected data enables the consortium to monitor satisfaction levels, assess learning outcomes, measure impact, and identify areas for improvement. This systematic approach strengthens internal quality assurance and supports the production of robust evaluation reports required at both interim and final stages of the project.

6. Engagement and interactive participation

To make meetings, workshops, and teacher training activities more dynamic, inclusive, and participatory, interactive digital tools are integrated into both online and hybrid formats. These platforms enable live polls, quizzes, word clouds, and real-time feedback, increasing engagement and encouraging active participation from all attendees. Such tools are particularly effective in educational and training contexts, as they stimulate interaction, support informal learning, and give voice to participants who may be less inclined to speak in traditional meeting settings.

Overall, each platform was selected based on **usability, data security, accessibility, cost-effectiveness, and familiarity** for all partners. The consortium intentionally avoided overly complex or highly specialized tools, ensuring that even organizations with limited digital experience or resources can participate on equal terms. This inclusive digital strategy not only supports smooth project implementation but also reinforces collaboration, mutual understanding, and shared ownership, ultimately contributing to the sustainability and replicability of the project's results beyond its formal duration.

3.2 Adopted Digital Ecosystem

Function	Tools	Use and Key Features	Responsibility
Video meetings	Zoom	Hosting of weekly operational and strategic meetings every 2 months; screen sharing and live captioning for inclusivity; breakout rooms for country-based discussions.	All partners; meetings coordinated by Leadership Team
Document repository	Google Drive	Centralized archive structured by Country, partner and deliverable. Real-time editing, version history, access control.	Quality & Continuity Manager ensures structure and updates.
Task management	Trello	Visualization of project flow through cards and lists (To Do → In Progress → Completed). Color-coded tags by WP. Facilitates accountability and progress tracking.	WP Leaders manage cards; Coordinator reviews weekly.
Collaborative creation	Miro/ Microsoft Whiteboard	Used during online brainstorming and design sessions (e.g. activity planning, educators-training content, dissemination visuals). Allows simultaneous editing, sticky notes and mind-maps.	Coordinator moderates sessions.
Feedback collection	Google Forms	Surveys for educators, students, partners. Automatic data aggregation for evaluation reports.	Quality & Continuity Manager compiles and analyses data.
Interactive engagement	Mentimeter	Used during workshops to increase interactivity and gather instant feedback.	WP2 leaders and trainers.

3.3 Digital Integration Logic

The digital infrastructure is designed around a **unified, structured and traceable workflow** that ensures coherence between communication, decision-making, implementation, and monitoring activities. This workflow allows all partners to follow the evolution of the project in real time, clearly understand their roles and responsibilities and access up-to-date information at any moment, thereby significantly reducing the risk of misunderstandings, delays, or information silos.

1. Meetings and documentation flow

All consortium meetings - whether coordination meetings, work package sessions, or thematic workshops - are scheduled and conducted via Zoom, ensuring consistent participation regardless of geographical location. For each meeting, a shared agenda is prepared enabling structured discussions and effective time management. Meeting minutes, key discussion points, and supporting materials are stored on Google Drive, creating a centralized and easily accessible archive that preserves institutional memory throughout the project's duration.

2. Decision tracking and accountability

To reinforce transparency and accountability, all key decisions taken during meetings are formally documented and summarized within 48 hours. These summaries are shared with the entire consortium to ensure a common understanding of outcomes, next steps, and any changes in direction. This practice is particularly important in a multilingual and transnational context, as it allows partners to review decisions at their own pace and reduces the risk of misinterpretation.

3. Task allocation and operational follow-up

Following each meeting, concrete action points are translated into operational tasks and added to Trello cards. Each task includes a clear description, a deadline and an assigned responsible person or partner. This system enables the consortium to monitor progress at a glance, identify dependencies between tasks, and promptly address delays or bottlenecks. The visual nature of Trello supports clarity and shared responsibility, making it easier for all partners—regardless of digital proficiency—to engage with the project management process.

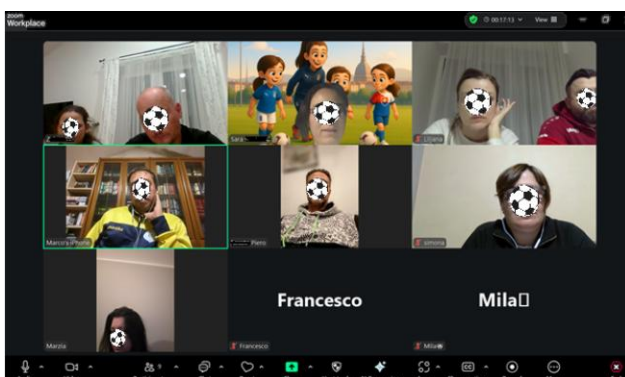
4. Collaborative drafting and version control

All project deliverables, reports, and educational materials are developed collaboratively using Google Docs, allowing multiple partners to contribute simultaneously, comment, and suggest revisions in real time. This collaborative drafting process fosters co-creation and ensures that diverse perspectives are integrated into the final outputs.

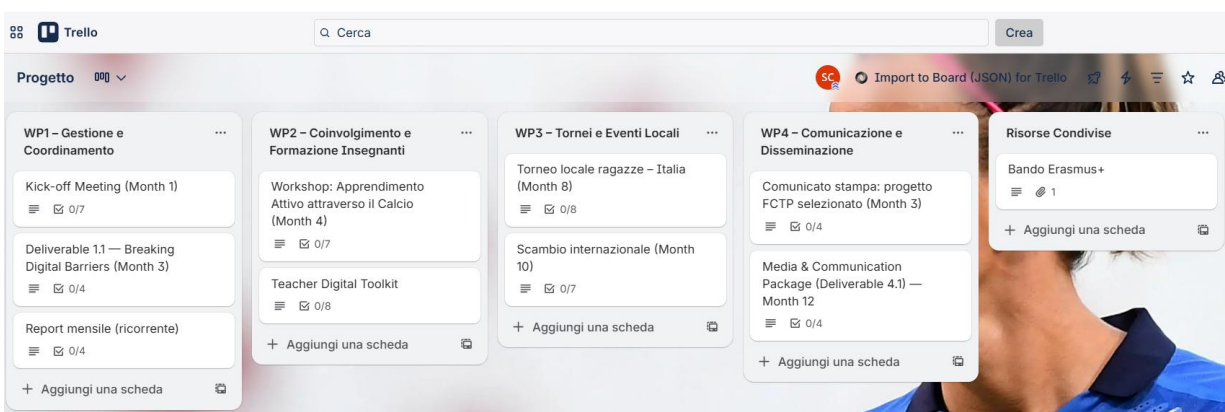
5. Feedback integration and monitoring

Feedback collected from project activities - such as workshops, training sessions and pilot actions - is gathered through digital forms and analyzed. The results are then visualized and linked to dedicated Trello dashboards, allowing partners to quickly interpret outcomes, identify trends, and connect feedback directly to ongoing or future actions. This approach ensures that evaluation is not a standalone exercise but an integrated component of the project's continuous improvement cycle.

EXAMPLES OF ZOOM MEETINGS



EXAMPLE OF TRELLO DASHBOARD



EXAMPLES OF GOOGLE DRIVE FOLDERS

Il mio Drive > From_Classrooms_To_T...

Tipo	Persone	Data modifica	Sorgente
Nome	Proprietario	Data modifica	
Italia	me	11 dic 2025 me	
Macedonia	me	11 dic 2025 me	
Slovacchia	me	11 dic 2025 me	

... > Macedonia > M2. Dicembre 2025

Tipo	Persone	Data modifica	Sorgente
Nome	Proprietario		
Primary School "Kiril and Methodius"	zfkboec		
stable mind-strong team Panel discussion	zfkboec		
Vasil Glavinov Primary School activities	zfkboec		

Il mio Drive > Dalle_Classi_Al_Campo

Tipo	Persone	Data modifica	Sorgente
Nome			
Attività_con_Atlete			
Attività_con_Scuole			
Comunicazione			
Rendiconto_Finanziario			
Tornei			

EXAMPLES OF MENTIMETER

Join at menti.com | use code 7193 0793



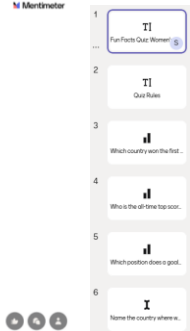
Let's discover something about Turin!

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Fun Facts Quiz: Women's Football



Mentimeter



EXAMPLES OF GOOGLE FORMS

Domande Risposte Impostazioni

DALLE CLASSI AL CAMPO



Feedback Incontro con la Psicologa Sportiva

Questo questionario è dedicato a te: vogliamo sapere com'è andato l'incontro con la psicologa sportiva e se ti è stato utile, sia come **atleta** sia come parte della **squadra**.

Le tue risposte serviranno per capire:

- cosa ti è piaciuto dell'incontro
- cosa ti è stato utile
- cosa possiamo migliorare
- quali temi vorresti approfondire in futuro

Il tuo parere è **importante** e ci aiuterà a costruire momenti sempre più **utili** e **interessanti** per tutte voi.

Rispondi con sincerità: **non ci sono risposte giuste o sbagliate**.

Grazie per il tuo aiuto! 🙏

DALLE CLASSI AL CAMPO



Feedback per Genitori

Questo questionario è rivolto a voi, **genitori** e **familiari** delle ragazze del **Borgo Vittoria**.

L'obiettivo è raccogliere il vostro punto di vista sull'incontro che le ragazze hanno svolto con la psicologa sportiva e capire quanto lo ritenete utile per il loro benessere e per il loro percorso all'interno della squadra.

L'attività rientra tra le azioni previste dal progetto "Dalle Classi al Campo" che la nostra Società ha vinto all'interno del programma **Erasmus+ Sport**.

L'attività ha l'obiettivo di supportare le ragazze nella loro crescita **come atlete e come squadra**: il percorso psicologico è uno degli strumenti pensati per aiutarle a sviluppare consapevolezza, fiducia in sé, capacità di gestione delle emozioni e competenze utili sia nello sport sia nella vita quotidiana.

Le vostre risposte ci aiuteranno a comprendere:

- quali aspetti dell'incontro avete ritenuto più significativi
- cosa possiamo migliorare nei prossimi appuntamenti
- quali temi ritenete importanti da approfondire con atlete e famiglie

Il vostro contributo è prezioso per costruire un ambiente **positivo, educativo e attento alle esigenze** delle

Overall, this interconnected digital workflow promotes **real-time coordination, transparency, and shared ownership**, while minimizing communication gaps and administrative fragmentation.

By linking meetings, decisions, tasks, deliverables, and feedback within a single digital logic, the consortium ensures a smooth and efficient project implementation process that is both inclusive and resilient, even in the presence of geographical distance and organizational diversity.

3.4 Access and Training

To ensure equitable participation, a **Digital Onboarding Programme** was implemented in M1:

- A two-hour Zoom training on all core platforms.
- Continuous helpdesk support provided by the Quality & Continuity Manager.
- Optional peer-to-peer mentoring system among partners.

3.5 Data Management and Security

Security measures include:

- Institutional accounts are recommended where feasible; access rights are managed through role-based permissions
- Multi-level permission control on Drive.
- Password hygiene guidance (e.g., periodic rotation or use of a password manager).
- Regular security audits by the Quality & Continuity Manager.

3.6 Inclusiveness and Accessibility

To bridge the digital divide:

- Tutorials are simplified and visual.
- Key deliverables are available in accessible PDF format.

3.7 Sustainability and Open Access

Post-project, partners will continue using the digital environment as a permanent cooperation framework. The manual and templates will be openly published enabling replication across Europe.

3.8 Expected Impact

- Improved digital proficiency of at least 16 project members.
- Reduced delays in communication by 30%.
- Enhanced data traceability and transparency across WPs.

3.9 Digital Risks and Mitigation Measures

Effective digital collaboration in a transnational project requires not only well-designed tools and workflows, but also a proactive approach to identifying and mitigating potential digital risks. The consortium has therefore developed a set of preventive and corrective measures aimed at ensuring

continuity, inclusiveness and resilience of the project's digital ecosystem throughout its entire duration.

The main digital risks identified and the corresponding mitigation strategies are outlined below.

Low digital literacy among partners or staff

Given the diversity of partner organizations and the varying levels of prior digital experience, differences in digital literacy represent a potential risk to smooth collaboration and equal participation. To mitigate this risk, a structured **digital onboarding programme** was implemented at the beginning of the project, including live training sessions and step-by-step visual guides. In addition, a **peer support and digital buddy system** was introduced, allowing less experienced users to receive informal, continuous assistance from more digitally confident colleagues. This approach fosters confidence, reduces dependency on technical support and promotes a collaborative learning culture across the consortium.

Connectivity and technical issues

Unstable internet connections, limited bandwidth or temporary technical failures may affect participation in online meetings or collaborative sessions, particularly in cross-border contexts. To minimize the impact of such issues whenever possible, tasks and discussions are structured to allow **asynchronous collaboration** through shared documents, comments and Trello updates, reducing reliance on real-time interaction and ensuring continuity of work despite technical constraints.

Staff turnover and changes in project personnel

Staff turnover, role changes or the involvement of new collaborators during the project lifecycle represent a significant risk to continuity and institutional memory. This risk is addressed through the systematic use of the **Digital Onboarding Checklist (Annex 2)**, which ensures that all new staff members gain rapid, secure and consistent access to the project's digital tools and collaboration protocols. Centralized documentation, standardized templates and workflows further reduce dependency on individual staff members, ensuring that knowledge and responsibilities remain embedded within the project structure rather than with single persons.

Additional safeguarding measures

Across all identified risks, the consortium applies transversal mitigation measures, including clear documentation practices, regular monitoring of digital workflows and continuous support provided by the Quality & Continuity Manager. These measures enable early identification of emerging issues and timely corrective action.

By anticipating digital risks and embedding mitigation strategies into daily project management, the consortium ensures that the digital infrastructure remains **inclusive, reliable and adaptable**, supporting effective cooperation even in the face of technical, organizational or human-resource challenges. This risk-aware approach further strengthens the sustainability and replicability of the digital collaboration model promoted by *Breaking Digital Barriers*.

4. Guidelines for Effective Online Collaboration

4.1 Meeting Protocols

A clear structure for online meetings ensures consistency and inclusivity:

- **Frequency:** Weekly operational (Country Groups) and strategic every 2 months (Leadership Team).
- **Preparation:** Shared agenda distributed 48 hours in advance via Drive.
- **Moderation:** Rotating facilitators to encourage active participation.
- **Follow-up:** Action points documented within 48 hours, uploaded to Drive
- **Inclusivity:** Meetings scheduled considering time zone differences and partner availability.

4.2 Communication Etiquette

A shared code of conduct governs online collaboration:

- Keep cameras on when possible to strengthen team engagement.
- Mute when not speaking to reduce background noise.
- Use the chat for brief comments or questions.
- Acknowledge contributions to foster a respectful atmosphere.
- Maintain transparency by summarizing key points and next steps.

4.3 Document Management

A coherent structure ensures easy navigation and version control:

- Each file named using the format: *WP#_PartnerName_DocumentType_Date*.
- Archived versions stored in the *Archive* subfolder of each WP.
- Key deliverables locked after approval by the Coordinator: completeness (all sections filled), formatting (naming + folder), validation (who approved).
- Change logs maintained for accountability.

5. Impact and External Use

The manual will be publicly available on the project website and disseminated through Erasmus+ channels. It aims to:

- Strengthen partners' digital resilience.
- Provide a replicable model for other small sport organizations.
- Enhance Europe-wide capacity for hybrid and online project management.

Expected measurable impacts:

- Higher meeting attendance and satisfaction rates (>90%).
- Reduction of administrative delays.
- Increased replication requests by external stakeholders.

6. Replication Path – How Other Organizations Can Adopt This Model

To further support transferability and practical reuse, *Breaking Digital Barriers* defines a clear and structured **Replication Path** that can be followed by external organizations wishing to adopt the same digital collaboration model in their own context. The proposed path is intentionally simple, flexible, and scalable, allowing adaptation to different organizational sizes, sectors, and levels of digital maturity.

The recommended replication steps are as follows:

Step 1 – Identify internal roles and responsibilities

Organizations should designate at least one internal reference person (e.g. project coordinator, digital focal point or administrative staff member) responsible for overseeing digital collaboration and ensuring consistency in the use of tools and templates.

Step 2 – Select equivalent digital tools

The model can be replicated using the same platforms described in this manual or equivalent free or low-cost alternatives with similar functionalities. The focus should remain on accessibility, ease of use and widespread familiarity rather than on advanced or proprietary software.

Step 3 – Adapt templates and onboarding materials

Meeting templates, follow-up sheets, onboarding checklists and workflows provided in the Annexes can be directly reused or adapted to reflect the organization's internal structure, terminology and project typology.

Step 4 – Pilot the digital workflow

Organizations are encouraged to pilot the digital collaboration framework over a limited period (e.g. one to two months), testing meeting protocols, task management and document sharing practices in a real operational setting.

Step 5 – Review, refine, and scale

Following the pilot phase, the workflow can be reviewed and refined based on internal feedback. Once consolidated, the model can be scaled to additional projects, departments or partner organizations.

This replication framework is intentionally designed to be immediately applicable without external consultancy or additional funding. By following this structured replication path, organizations can adopt the *Breaking Digital Barriers* model progressively, minimizing disruption while maximizing impact and sustainability.

Minimum Requirements for Replication

The digital collaboration model presented in *Breaking Digital Barriers* has been intentionally designed to ensure **low entry barriers** and broad accessibility. Replication does not require advanced technical expertise, dedicated IT staff or significant financial investment.

The minimum requirements for effective replication are:

- **Human resources:**
At least 1 designated coordinator/digital focal point, even on part-time or voluntary basis.
- **Digital infrastructure:**
Access to basic internet connectivity and standard digital devices (computer or tablet).
- **Accounts and platforms:**
Free institutional or organizational accounts for cloud-based collaboration tools (e.g. Google Workspace, Zoom free or equivalent).
- **No paid software requirement:**
The model is fully functional using free or freemium tools, making it particularly suitable for small sport clubs, schools and NGOs with limited digital capacity.

By explicitly defining these minimum requirements, the manual demonstrates that effective digital collaboration is achievable even in resource-constrained environments. This further strengthens the replicability and transferability of the model, ensuring that organizations across Europe can realistically adopt and benefit from the practices promoted by *Breaking Digital Barriers*.

Replication Starter Kit (7-day setup):

- Day 1: nominate focal point
- Day 2: create drive structure
- Day 3: create Trello board using Annex 3
- Day 4: run onboarding using Annex 2
- Day 5: first meeting using Annex 1

7. Annexes (Operational Templates)

1. **Annex 1:** Templates for meeting agendas, minutes and follow-up reports.
2. **Annex 2:** Digital onboarding checklist for new users.
3. **Annex 3:** Visual Trello workflow schema.

Annex 1 – Templates for Meetings and Follow-up

This annex provides standardized templates to support effective, transparent, and consistent online collaboration within a project involving different Partners.

The templates ensure traceability of decisions, clear allocation of responsibilities, and proper documentation of activities in order to ensure transparency, accountability and continuity of project management.

Template A – Meeting Agenda

Project:

Meeting Type: ☐ Operational ☐ Strategic (Leadership Team) ☐ WP-specific

Date:

Time:

Platform:

Moderator:

Participants:

Meeting Objectives:

(Brief description of the purpose and expected outcomes)

Agenda:

1. Welcome and introduction
2. Approval of previous minutes
3. Updates by Work Package
 - WP1 – Project Management
 - WP2 – Teachers' Engagement
 - WP3 – Events and Tournaments
 - WP4 – Communication and Dissemination
4. Discussion points / Decisions to be taken
5. Upcoming deadlines and milestones
6. Any other business (AOB)
7. Summary of next steps and responsibilities

Expected Outputs:

(e.g. decisions approved, actions assigned, documents to be produced)

Template B – Meeting Minutes

Project:

Meeting Type:

Date:

Time:

Platform:

Meeting Coordinator:

Minute-taker:

Participants present:

Participants absent:

1. Summary of Discussion

(Brief overview of the main topics discussed)

2. Decisions Taken

Decision | Approved by

3. Action Points

Action | Responsible | Deadline

4. Issues / Risks Identified

(If applicable, describe risks, delays or mitigation measures)

5. Next Meeting

Proposed date:

Proposed focus:

Approval of Minutes:

☐ Approved by Meeting Coordinator

☐ Shared with all partners

☐ Uploaded to Google Drive

Template C – Follow-up and Action Tracking Sheet

Project:

Reporting Period:

Action ID | Description | WP | Responsible Partner | Status | Deadline | Notes

General Remarks:

(Progress overview, delays, support needed)

Validation:

☐ Reviewed by WP Leader

☐ Reviewed by Project Coordinator

Final Remarks on Annex 1

The templates included in **Annex 1** are designed to function as a **practical and standardized operational toolkit** for all partners involved in the *From Classrooms to the Pitch* project. Their systematic use ensures consistency in meeting organization, documentation, and follow-up processes across all Work Packages and participating countries.

By adopting these templates, the consortium guarantees that:

- all meetings are prepared, conducted and documented in a **transparent and traceable manner**;
- decisions and responsibilities are clearly recorded and shared among partners;
- action points are monitored over time, reducing the risk of delays or misunderstandings;
- project coordination complies with **Erasmus+ monitoring, reporting and audit requirements**.

The templates also support an inclusive and collaborative working culture, enabling partners with different organizational structures and levels of experience to operate within a **shared procedural framework**. This contributes to smoother cooperation, improved accountability, and enhanced overall project efficiency.

All partners are encouraged to use these templates consistently throughout the project duration. Their continued application will strengthen internal coordination, facilitate external evaluation, and support the **replicability** of the project's digital management model for future Erasmus+ and EU-funded initiatives.

Annex 2 – Digital Onboarding Checklist

This annex provides a Digital Onboarding Checklist designed to support all partner organizations in gaining timely, secure and effective access to the digital tools adopted within the Erasmus+ Sport project "From Classrooms to the Pitch". The checklist promotes digital inclusion and consistency of practices.

Purpose of the Digital Onboarding Checklist

The checklist aims to guarantee equal access to the project's digital ecosystem, support correct and secure use of platforms, facilitate onboarding of new staff and ensure compliance with Erasmus+ management requirements.

A. Access and Account Setup

- ☐ Institutional email address identified for project use
- ☐ Access granted to Zoom (or equivalent video conferencing platform)
- ☐ Access granted to Google Drive – Shared Project Folder
- ☐ Access granted to Trello project board
- ☐ Access granted to collaborative tools (ie. Miro/MS Whiteboard)
- ☐ Passwords comply with internal security standards

B. Familiarization with Digital Tools

- ☐ Introductory training session attended
- ☐ Basic navigation of Google Drive understood
- ☐ Ability to upload, edit and comment on shared documents
- ☐ Understanding of Trello structure (lists, cards, checklists, labels)
- ☐ Ability to update task status and deadlines on Trello
- ☐ Familiarity with Zoom functions

C. Communication and Collaboration Protocols

- ☐ Awareness of meeting frequency and formats
- ☐ Understanding of meeting agenda and minutes templates (Annex 1)
- ☐ Knowledge of communication etiquette
- ☐ Awareness of response time expectations
- ☐ Familiarity with escalation procedures

D. Data Protection and Security

- ☐ Understanding of personal and sensitive data
- ☐ Awareness of data storage rules
- ☐ Procedure for reporting data breaches understood

E. Accessibility and Inclusion Measures

- ☐ Awareness of subtitles and recordings for meetings
- ☐ Access to simplified tutorials and visual guides
- ☐ Knowledge of digital support channels
- ☐ Optional digital buddy assigned

F. Validation and Continuous Support

- ☐ Checklist reviewed and completed
- ☐ Readiness to participate confirmed
- ☐ Contact person for digital support identified
- ☐ Date of onboarding completion recorded
- ☐ Checklist archived in project documentation

Final Note

This Digital Onboarding Checklist is conceived as a **living, adaptive, and continuously applicable tool**, fully aligned with the evolving nature of transnational projects. It is not intended as a one-off administrative requirement, but rather as a practical operational framework that supports long-term digital efficiency, inclusivity, and compliance across the entire consortium.

The checklist may be **reused and revalidated at multiple stages** of the project lifecycle, particularly when new staff members, volunteers or external collaborators join the project or when existing partners experience changes in roles, responsibilities or internal organizational structures. It is equally applicable whenever updates, integrations or replacements occur within the digital ecosystem, ensuring that all partners remain aligned with current tools, procedures and security standards.

Consistent application of this checklist helps to **standardize digital practices across countries and organizations**, reducing disparities in digital skills and minimizing the risk of miscommunication or procedural errors. By establishing a shared baseline of digital readiness, the consortium reinforces mutual trust, operational continuity and accountability, even in contexts characterized by staff turnover or varying levels of prior digital experience.

Moreover, the checklist supports a culture of **ongoing digital support and learning**, encouraging partners to proactively seek assistance, request clarifications, and propose improvements to tools or workflows. In this sense, it contributes not only to operational effectiveness but also to capacity

building within partner organizations, leaving a positive and sustainable legacy beyond the project's formal duration.

Ultimately, the Digital Onboarding Checklist serves as a **foundational instrument for inclusive, secure and resilient digital collaboration**, ensuring that all partners - regardless of size, location, or digital maturity - are empowered to participate on equal terms and contribute effectively to the shared objectives of the project throughout its entire lifecycle.

Annex 3 –Trello Workflow Schema

This annex describes the Trello workflow adopted by the consortium within the project. The workflow provides a clear, visual, and traceable system for managing tasks, deliverables and responsibilities across all Work Packages.

Purpose of the Trello Workflow

The Trello workflow is designed to support transparent project coordination, real-time monitoring of progress and shared accountability among partners. It allows all project actors to easily understand the status of activities, upcoming deadlines, and completed outputs.

Overall Workflow Structure

The project Trello board is structured into thematic lists corresponding to the Work Packages and transversal functions:

- WP1 – Project Management and Coordination
- WP2 – Teachers' Engagement and Training
- WP3 – Tournaments and Local Events
- WP4 – Communication and Dissemination
- Shared Resources
- Risks and Critical Issues
- Completed Deliverables

Card Lifecycle and Status

Each Trello card represents a specific activity, meeting or deliverable. Cards follow a clear lifecycle:

1. Creation of the card by the WP Leader or Project Coordinator
2. Description of objectives, deadlines, and responsibilities
3. Addition of checklists to monitor progress
4. Regular updates during implementation
5. Validation and archiving once completed

Use of Labels and Responsibilities

Color-coded labels are used to ensure immediate visual identification:

- Green – WP1 Management
- Blue – WP2 Training
- Purple – WP3 Events
- Orange – WP4 Communication
- Red – Risks
- Yellow – Completed Deliverables

WP Leaders are responsible for updating cards related to their Work Package, while the Project Coordinator oversees overall coherence and progress.

Integration with Other Digital Tools

The Trello workflow can be integrated with other project tools:

- Google Drive for document storage and version control
- Zoom for online meetings
- Google Forms for feedback and evaluation

Links to relevant documents or folders are added directly to Trello cards to ensure ease of access.

Monitoring, Reporting and Replicability

The Trello board serves as a continuous monitoring instrument for internal reporting, quality assurance, and risk management. Its structure can be easily replicated by other Erasmus+ projects or organizations seeking a simple and effective digital project management system.

Final Note

The consistent use of this Trello workflow strengthens coordination, reduces communication gaps, and supports a shared project culture based on transparency, collaboration and accountability.

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