Creating Machinima Empowers Live Online Language Teaching and Learning

8.1 Strategic Project Planning (SPP)

Deliverable Number: 8.1

Deliverable Name: Strategic Project Planning (SPP)

Description: Project Planning will be the main subject of the first 'kick-off' meeting. A framework for project management will be discussed and agreed upon during the initial meetings. All partners will contribute to this important process in both face-to-face and virtual meetings during the initial stages of the project. Key objectives, milestones, outputs and contributions will be identified and visually captured in appropriate Gantt charts and/or ideographs thus providing transparent and effective schedules which will determine the development and progress of the project. Planning with focus on the strengths, weaknesses, opportunities and threats/risks contained with the project and develop a strategy in collaboration with other partners to successfully deal with expected contingencies.

Signed off by: Project Coordinator

Date Signed off: 30 November 2015

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1. Introduction

The framework for project management was discussed and agreed with consortium partners during the early meetings and in particular during the kick-off meeting in Preston, UK, on 31 January to 2 February 2014.

The framework included a commitment to a regular schedule of monthly meetings in addition to the three scheduled face to face meetings in Preston, Istanbul and Berlin; the use of Google Drive as a project management platform to enable effective collaboration and sharing of project documents; the use of Gantt charts to aid planning and quality control; and the use of work package task planners to provide a process for planning and monitoring the status of each deliverable in every work package.

1.1 Framework for project management

The consortium partners bring with them a wealth of previous experience in coordinating, project managing and collaborating on previous EU-funded projects under the Lifelong Learning Programme (LLP) and were able to use this experience and expertise to help shape the project management framework and quality processes in the CAMELOT project.

A Project Management Framework is necessary in order to underpin the implementation of a project, particularly those involving a diverse range of partners as is the case for the CAMELOT project which includes partners from Belgium, the Czech Republic, Germany, the Netherlands, Poland, Turkey and the UK. The Project Management framework:

1. Helps to support the process of developing and integrating commonly agreed principles relating to accepted practice across the consortium members.
2. Develops effective communication practices by establishing a common language and protocols.
3. Aims to effectively identify the required instruments and techniques necessary for key processes in the project.
4. Seeks to identify and enshrine a commonly accepted consistent approach so that internal and external stakeholders can understand the expectations and requirements.
5. Seeks to guarantee that the relevant focus is established on the key milestones and deliverables throughout the project lifecycle.

Through a Project Management Framework a consistent approach is developed by the coordinating institution and thus establishing responsibilities and leadership roles, common practices and procedures and identifies important documents and rules. The framework adopted in the CAMELOT project aims then to underline the importance of continuity, effective communication, consistency, an ethic of continuous improvement, as well as clarity of decision-making processes.

In this project a key challenge has been to develop clear processes of governance among a diverse set of partners. It has been based on the following ten points:

1. Empower leaders of work packages to take decisions and create ownership.
2. Define processes leading to decisions.
3. Keep project processes simple and manageable.
4. Identify clear roles and responsibilities at work package and deliverable level.
5. Use common reporting procedures.
6. Emphasise the importance of quality.
7. Emphasise the importance of collaborative reviewing and revisions.
8. Integrate processes where possible rather than duplicate them.
9. Conduct regular meetings to discuss and feedback on the project.
10. Evaluate, monitor and evaluate processes at each stage of the project.

The project management process adopted for this project emphasized the following iterative stages for each work package:

1. Initiation
2. Planning
3. Execution
4. Control
5. Closure

Primary meetings were held with key work package leaders and partners to identify roles and responsibilities (*Initiation*). Each deliverable was planned through the use of Gantt Charts, task planners and working groups (*Planning*). Deliverables were developed by specific partners in collaboration with partners possessing relevant skills, expertise and experience (*Execution*). Regular revisions and feedback was provided at each stage to emphasize quality principles

(*Control*). Processes had a clear beginning and end requiring a concerted effort to collaborate to produce complete products and deliverables (*Closure*).

1.2 Project management platform

Based on successful implementation in previous EU projects involving members from the consortium Google Drive was adopted as the main project management platform. The platform is free of charge and therefore cost effective; it is already familiar to all project partners and therefore requires little or no further training; and it provides an intuitive and easy to use interface enabling the sharing of documents that may be worked on synchronously by partners in diverse locations. Although some concerns were identified about security, no problems to date have been encountered when using the platform and regular back ups of key documents and products have been made by the project coordinator to guarantee the sustainability of the data and resources.

Figure 1 shows an overview of the documents stored in the Google Drive.

Folder	Content	Comments
CAMELOT Project management		
Folder	**Content**	**Comments**
Communication	Consortium Contact info - emails, skype etc.	
	Noticeboard	This contains only two events - should it stay?
Financial information	Budget	
	Final revised budget	
	EU Financial Kit	
	Finacial Kit PdF	
	Timesheets	
	P1- P9	P2, P4 and P8 have added their timesheets
	Template for 2013	
	Timesheetinstructions	
Partners Data	Affiliated Partners	
	Data Partners	people not in the project, but used for machinima productions
	Network Partners	
Project Documents	Final Consortium Agreement pdf	
	Final version of Application Forms K3 doc.	
	Gantt Chart Master Template	
	LLP project handbook pdf	
Project Meetings and Minutes	EU Coordination Meeting	

Figure 1: An overview of the Google Drive contents

Over one hundred documents are stored and shared in the project management platform. Figure 1 shows that it was necessary to help partners navigate the system so that they easily locate key administrative and work package information.

Figure 2 shows access to the work package resources, each logically arranged in a series of folders reflecting the original application form.
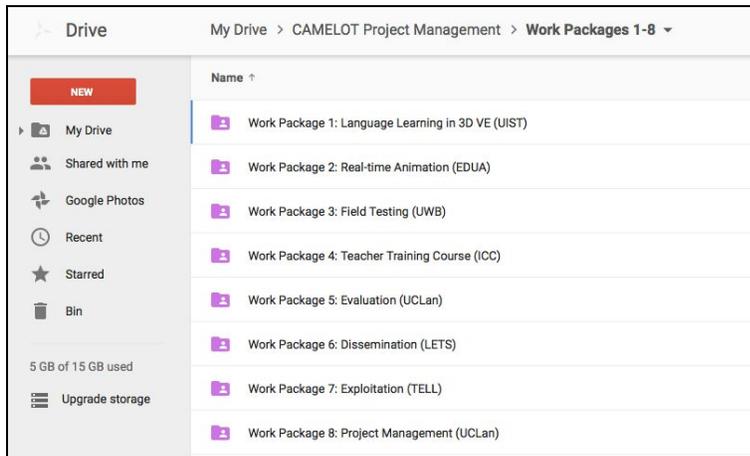

Figure 2: The work package folders in Google Drive

Access by the partners to financial information is an important aspect of project management and Figure 3 shows that all relevant resources relating to the budget, the EU financial toolkit and timesheets was available. Furthermore, Figure 4 shows access to the Consortium Agreement which establishes protocols for the collaboration between partners, identifying clear processes for dealing with unexpected contingencies including non-cooperation from partners and failure to produce expected deliverables. Established by the coordinating institution, the consortium agreement was a key requirement of the project management framework and provided a legal agreement between all partners guiding their joint collaboration.
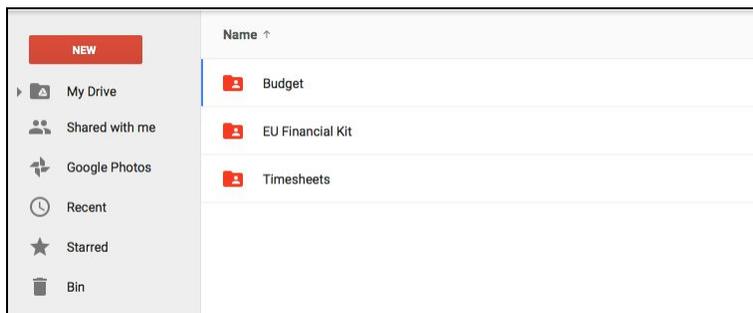

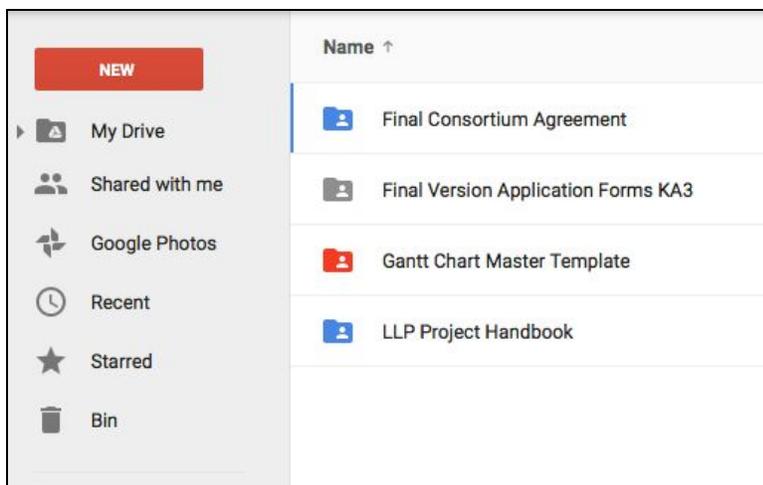Figure 3: An overview of financial resources and information

Figure 4: Overview of project management documents

In the work packages folder each individual package was contained and then further broken down into its constituent deliverables. Figure 5 shows Work Package 1, for example, and its six key deliverables. In addition, a Work Package 1 Administration folder was used to house important administrative documents required by the partners to aid collaboration and communication. The contents of the Administration folder included Gantt charts and task planners (see Section 1.3 and 1.4 below).
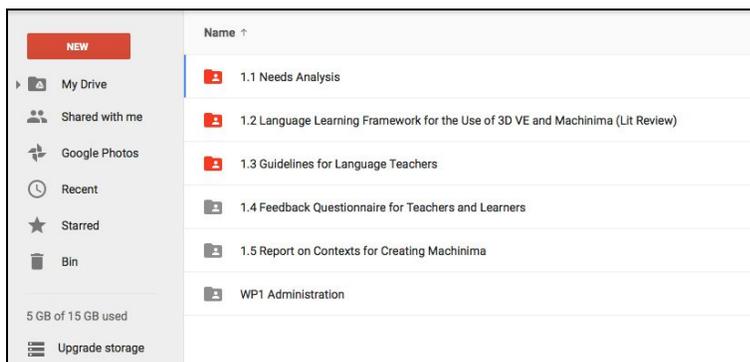

Figure 5. Overview of Work Package 1 in detail

Similarly Work Package 2 deliverables are shown in Figure 6. Figure 7 shows a detailed picture of the contents of the administrative folder in this work package, with documents relating to the important issue of copyright and permissions, the work package staff and biographies to aid communication and the building of trust between project members, the Gantt Chart and the work

package task planner which are consulted on a weekly basis to keep all project partners and collaborators on track and within budget.
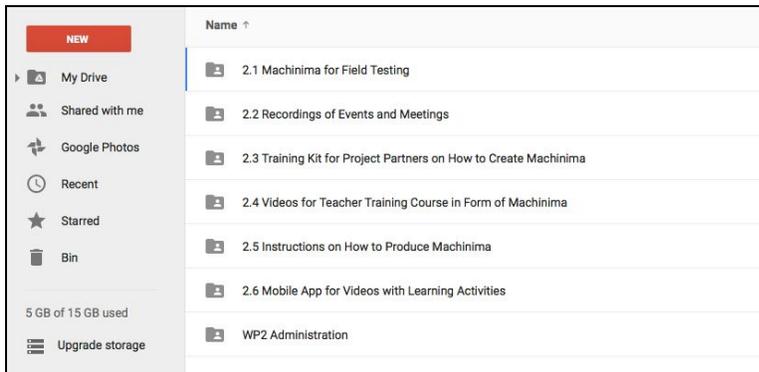

Figure 6: An overview of WP2 deliverable folders

The logical relationship between the elements in the project management platform facilitated effective communication between partners at a distance and promoted trust and commitment across the consortium based on delegating responsibility to key stakeholders and leaders.
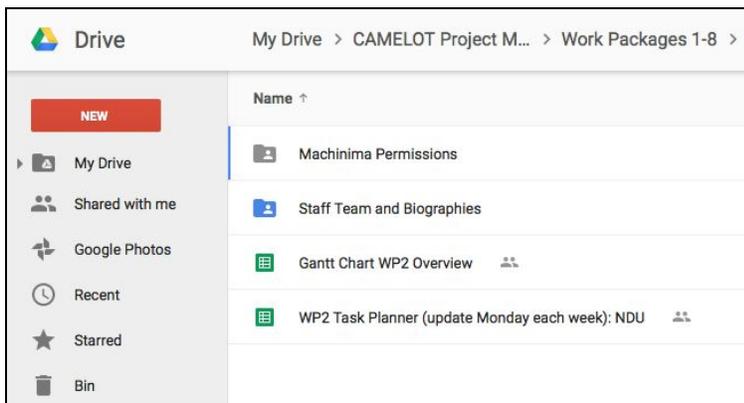

Figure 7: The Work Package 2 administrative folder

In order to communicate with external stakeholders information was also made available to partners about the three types of key stakeholders involved in the administration, dissemination and evaluation of the project: the affiliated partners, network partners and data partners.

Consortium members were actively encouraged to collaborate with them to aid quality processes, collect important perspectives on CAMELOT project procedures and to
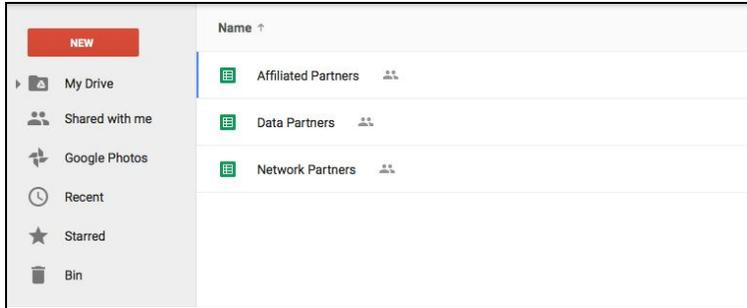
To aid the use of the Google Drive project management platform, Gantt Charts and Task Planners were used to set key milestones and planning objectives in the project.

1.3 Gantt charts

Gantt charts were used as a planning tool in the work packages. They are very useful instruments to visualise all the individual and interconnected tasks in a project. They indicate the duration of each task, help to identify problems and challenges, and make sure the correct leaders and staff are assigned to each task. They are particularly valuable in helping to clarify key aspects of the project such as delivery times and the correct sequence of task completion. Located in the Google Drive they can be updated and instantly shared across the work package team as well as the broader project team. Figure 8 provides an example of detailed Gantt Chart from Work Package 1 showing the list of deliverables, start and end times, duration, and the estimated length of the activities.
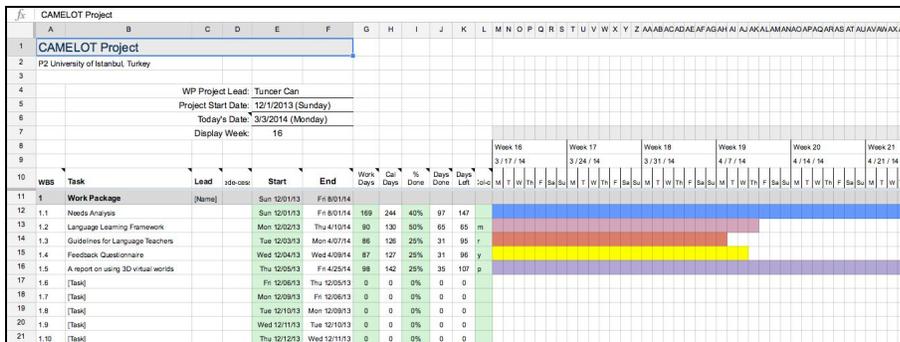

Figure 8: An example Gantt Chart from Work Package 1

1.4 Task planners

In addition to Gantt Charts, Work Package coordinators also used specially designed Task Planners in Excel sheets in Google Drive to construct a more detailed status report on the progress of individual deliverables within their work package. Figure 9 shows a screenshot from an example task planner from Work Package 1. The task planners were used to add a narrative commentary to the deliverables as they progressed, identifying in more detail their constituent parts and the synergies across the the different deliverables in each work package. It also recorded additional work package meetings held specifically for individual work packages.

Figure 9: An example Task Planner from Work Package 1

1.5 Minutes

Minutes were taken for all the CAMELOT project meetings. Meetings were recorded using Adobe Connect or inside the virtual world of Second Life. The latter was used to familiarise partners with 3D virtual worlds. Adobe Connect offered a greater range of functionality that Second Life and was the preferred method given that meetings could be recorded with greater ease and a variety of channels of communication could be shared with project partners. Figure 10 shows a screenshot from the record of partner meetings which are stored on the Google Drive project management website.
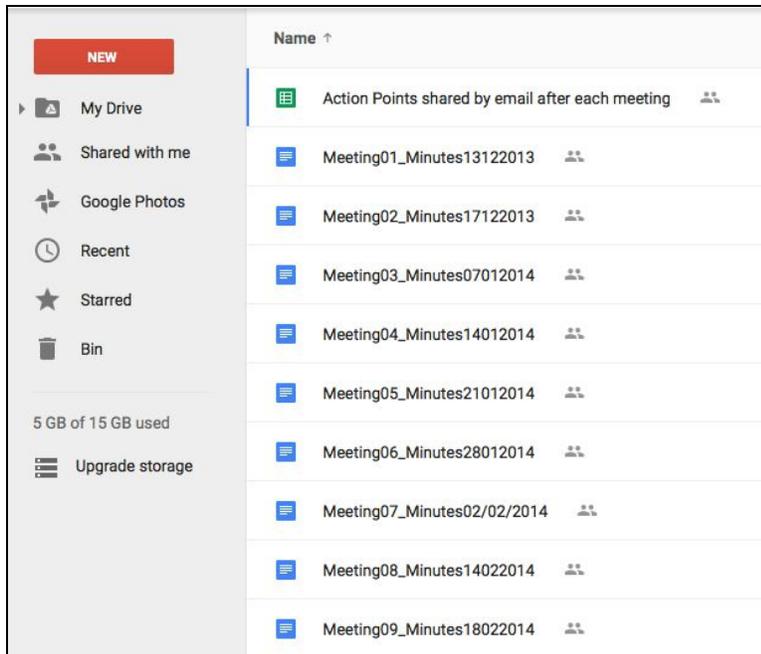
Figure 10: A screenshot of the list of minutes from the CAMELOT project

Arising from each meeting, the coordinating institution identified lists of key action points for each work package coordinator to complete prior to the next partner meeting.

The kick-off meeting identified a list of key meeting dates for partners to attend throughout the two years of the project.

1.5 Meeting schedule

Details of the project meetings (partnership meetings, workshops, seminars, training events, etc.) are shown below in Table 1.

Meeting Location	No.	Date	Partners	Purpose of the meeting
Regular Meetings				
Adobe Connect	1	13/12/2013	All partners	1. Partner introductions 2. Function of the website and dissemination strategy 3. Kick-off meeting planning 4. Consortium Agreement planning 5. Communication platform 6. WP1 and WP6 discussion

				7. Updates on other work packages
Adobe Connect	2	17/12/2013	All partners	1. Consortium Agreements discussion 2. Financial toolkits and planning 3. Meeting protocols 4. WP aims, objectives and expectations 5. Updates on other work packages
Adobe Connect	3	07/01/2014	All partners	1. MachinEVO discussion 2. Consortium Agreement discussion 3. WP1 update 4. WP3 update 5. WP6 update 6. CAMELOT logo design and development 7. Updates on other work packages
Adobe Connect	4	14/01/2014	All partners	1. Consortium Agreement discussion 2. WP1 update 3. WP3 update 4. WP6 update 5. Updates on other work packages
Adobe Connect	5	21/01/2014	All partners	1. Consortium Agreement discussion 2. EuroCALL and other relevant dissemination activities 3. MachinEVO discussion 4. WP1 update 5. WP6 update 6. Updates on other work packages
Adobe Connect	6	28/01/2014	All partners	1. Plan kick-off meeting 2. WP expectations 3. WP1 needs analysis 4. WP6 SLanguages Conference discussion 5. Updates on other work packages
Adobe Connect	8	14/02/2014	All partners	1. Report on EU coordinators' kick-off meeting on 6-7 February 2. Timesheets/Financial regulations 3. MachinEVO discussion 4. WP1 update 5. WP2 update 6. WP6 Update

				7. Updates on other work packages
Adobe Connect	9	18/02/2014	All partners	1. Milestones discussion 2. WP1 3. WP2 4. Updates on other work packages
Second Life	10	28/02/2014	All partners	CAMELOT Awards for Machinevo 1. Project milestones discussion 2. WP1 update 3. WP2 update
Adobe Connect	11	14/03/2014	All partners	1. WP1 update 2. WP2 update 3. WP6 update – social media 4. CAMELOT Logo
Adobe Connect	12	28/03/2014	All partners	1. WP1 update 2. WP2 update 3. WP3 update 4. WP6 update
Adobe Connect	13	11/04/2014	All partners	1. WP1 update 2. WP2 update 3. WP6 update 4. Timesheets/Financial regulations discussion 5. Updates on other work packages
Adobe Connect	14	15/05/2014	All partners	1. WP1 update 2. WP2 update 3. WP6 update 4. Updates on other work packages
Second Life	15	30/05/2014	All partners	1. WP1 update 2. WP2 update 3. WP6 update 4. Updates on other work packages
Adobe Connect	16	27/06/2014	All partners	1. WP2 update and discussion 2. WP4/MOOT update and discussion 3. Updates on other work packages
Adobe Connect	17	11/07/2014	All partners	1. Istanbul partner meeting discussion 2. WP6 update 3. WP2 update 4. Updates on other work packages

Adobe Connect	18	25/07/2014	All partners	1. Planning Istanbul partner meeting 2. Review WP1 3. Update WP2 4. WP4 discussion 5. Updates on other work packages
Adobe Connect	19	15/08/2014	All partners	1. News (finance requirements, network partners) 2. Update on machinima production 3. Update and feedback on WP4 4. Webinars by partners 5. Upcoming conferences, newsletter, flyers 6. Updates on other work packages
Second Life	20	29/08/2014	All partners	1. News and announcements 2. Update on machinima production 3. Update and feedback on the MOOC 4. Dissemination (partners' use of social media, promoting the project on their websites, webinars) 5. Updates on other work packages and deliverables
Adobe Connect	21	12/09/2014	All partners	1. News from partners 2.The interim report and financial reporting 3. Updates on WP6 4. Updates on WP2 and machinima production 5. Storyboard and lesson plan templates (for discussion) 6. Updates on other work packages
Adobe Connect	22	26/09/2014	All partners	1. News from partners 2. The interim report and financial reporting 3. Newsletter development 4. Data partners discussion 5. Updates on other work packages
Adobe Connect	23	17/10/2014	All partners	1. News from partners 2. The interim report and financial reporting 3. Updates on WP6 4. Updates on WP1, WP2, WP3 and

				synergies / machinima production 5. Data partners discussion 6. Mobile app development 7. Updates on other work packages
Adobe Connect	24	31/10/2014	All partners	1. The financial template discussion 2. Interim report discussion 3. WP3 update 4. Newsletter discussion 5. WP6 discussion 6. Partner websites discussion 7. Mobile app development 8. Network partners discussion 9. Updates on other work packages
Location: University of Istanbul, Turkey	25	14/11/14 - 16/11/14	All partners	*Friday 14th* 1. Reflecting on the project at the interim stage 2. Agenda setting *Saturday 15th* 3. WP7 Exploitation 4. WP2 Machinima production 5. Randall Sadler webinar 6. Summary and milestones *Sunday 16th* 7. Agenda setting 8. WP3 Field testing 9. WP4 Teacher training 10. WP5 Evaluation 11. Open session on future plans 12. Close and next meetings
Adobe Connect	26	28/11/2014	All partners	1. News and updates 2. Interim Report discussion 3. WP3 discussion 4. Updates on other work packages
Adobe Connect	27	12/12/2014	All partners	1. News and updates 2. WP6 discussion 3. WP3 discussion 4. WP5 discussion 5. WP4 Report 6. Updates on other work packages
Adobe Connect	28	16/01/2015	All partners	1. WP4 discussion 2. WP5 discussion

				3. WP6 discussion 4. WP8 discussion
Adobe Connect	29	30/01/2015	All partners	1. News and recent activities 2. WP3 report, planning and progress 3. WP4 report, planning and progress 4. Updates on other work packages
Adobe Connect	30	13/02/2015	All partners	1. News and recent activities 2. WP3 report, planning and progress 3. WP4 report, planning and progress 4. WP5 report, planning and progress 5. Updates on other work packages
Adobe Connect	31	27/02/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP3 report, planning and progress 4. WP4 report, planning and progress 5. WP5 report, planning and progress 6. Other work package updates
Adobe Connect	32	13/03/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. CAMELOT Awards 4. Final partner meeting in Berlin 5. WP7 report, planning and progress 6. WP2 report, planning and progress 4. WP3 report, planning and progress 5. WP4 report, planning and progress 6. WP5 report, planning and progress 7. Other work package updates
Adobe Connect	33	27/03/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. CAMELOT Awards 4. Final partner meeting in Berlin discussion 5. WP4 report, planning and progress 6. WP2 report, planning and progress 7. Other work package updates
Adobe Connect	34	10/04/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP4 report, planning and progress 4. WP2 report, planning and progress 5. WP5 report, planning and progress 6. Other work package updates 7. AOB

Adobe Connect	35	24/04/2015		1. News and recent activities. 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. Other work package updates
Adobe Connect	36	15.05/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. Other work package updates
Adobe Connect	37	29/05/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. Other work package updates
Adobe Connect	38	12/06/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP7 report 6. Other work package updates
Adobe Connect	39	26/06/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP7 report 6. Other work package updates
Adobe Connect	40	17/07/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP7 report 6. Other work package updates
Adobe Connect	41	31/07/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP7 report 6. Other work package updates.

Adobe Connect	42	11/07/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP5 report 6. WP7 report 7. Other work package updates
Adobe Connect	43	25/09/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP2 report 4. WP4 report 5. WP5 report 6. WP7 report 7. Other work package updates
Adobe Connect	44	16/10/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP7 report 4. WP4 certification 5. WP3 report 6. WP5 report 7. Other work package updates
Adobe Connect	45	30/10/2015	All partners	1. News and recent activities 2. Items requiring decisions 3. WP7 report 4. WP2 report 5. WP3 report 6. WP4 report 7. WP5 report 8. WP6 report 9. Other work package updates
Berlin	46	6/11/2015	All partners	1. Agenda forming 2. Outstanding issues to be resolved 3. WP2 mobile application development 4. Other work package updates
Berlin	47	7/11/2015	All partners	1. Agenda forming 2. Financial reporting 3. WP1 and deliverables

				4. WP2 and deliverables 5. WP3 and deliverables 6. WP4 and deliverables 7. WP5 and deliverables 8. WP6 and deliverables
Berlin	48	8/11/2015	All partners	1. Agenda forming 2. Financial reporting 3. WP7 and deliverables 4. WP8 and deliverables 5. Final reporting and key deadlines
Adobe Connect	49	13/11/2015	All partners	1. News and recent activities 2. WP1 report on outstanding work 3. WP2 report on outstanding work 4. WP3 report on outstanding work 5. WP4 report on outstanding work 6. WP5 report on outstanding work 7. WP6 report on outstanding work 8. WP7 report on outstanding work 9. Other work package updates
Adobe Connect	50	29/11/2015	All partners	1. Reflections on the project 2. Final updates from WPs 3. Final reporting procedures
Live Meetings				
UCLan Preston	1	31/01/2014 01/02/2014 02/02/2014	All partners	Kick-off meeting
Istanbul, Turkey	2	14/11/2014 15/11/2014 16/11/2014	All partners	Interim Project meeting
Berlin, Germany	3	6/11/2015 7/11/2015 8/11/2015	All partners	Final project meeting

2. Key objectives, milestones, outputs and contributions

2.1 Key objectives

The Lisbon Key Competences underline the importance of language learning, online learning and intercultural communication among the key priorities. With ever increasing widening participation in education and the turn towards open access in educational resources, it is important to identify new ways of engaging learners utilising new pedagogies and new technologies to motivate language learners in the pursuit of lifelong education. The motivation for the CAMELOT project (CreAting Machinima to Empower Live Online language Teaching and learning) derives from this network of key factors.

Moving pictures, sound and stories are becoming one of the most powerful ways of communicating learning content in the digital age. An increasing number of learners today across all educationalsectors use digital video as the favoured means of communication.*YouTube* has become the second most popular online community after *Facebook* and the second largest search engine after *Google* - not only as a tool of self-expression but also as a tool for learning. CAMELOT derives from the shared interest of the partners in the use of a new generation of cost effective digital video tools and applications to enhance the student experience in an EU language learning context.

Compared to language learning conversations recorded with traditional technology, there is a distinct difference in the case of recording in virtual worlds such as Second Life. In the latter, learners can join online environments and navigate to the virtual site where the videos were shot and re-enact the conversation with avatars at hand. This is independent of the location where the learners connect. This is why the process can be referred to as live video production'. The distinctive foci of CAMELOT are evident in four main development areas:

- Language learning in authentic virtual environments with a task-based approach
- Real-time animation video production
- Field testing *machinima* across four educational sectors (school, HE, adult education, and vocational)
- Teacher training course and pilot test

Machinima can record authentic conversations in situated learning contexts. Digital storytelling and emoting (a way of expressing action in the third person singular, often used in role play) are important new skills that learners and teachers acquire in the process of creating *machinima*.

The technical challenges of producing real-time animated videos in 3D environment are manifold: traditional film production techniques include recording, camera control, editing, storyboarding, costume design, designing settings and drafting scripts. A pre-requisite is familiarisation with the 3D environment and its inherent technical challenges of navigating, avatar movements. After editing, *machinima* are uploaded to video sharing sites such as Youtube, Vimeo etc. Interestingly, such ubiquitous sites help exploit the created content because these videos can then be played even on mobile devices by interested learners.In CAMELOT the field test phase will involve a number of data partners in various educational sectors with the goal of determining the best use of machinima.

2.2 Work packages and coordinators

Each Work Package has a clearly identified and experienced coordinator who ensure that each of the assigned deliverables are integrated effectively into the overall schedule and maintain a focus on quality (see Figure 1: List of Work Packages).

WP No.	Title	Coordinating Partner	Supporting Partners
1	Language Learning in 3D Virtual Environments	P2	P1, P3, P4, P5, P6, P7
2	Real-time Animation (Machinima) Production	P4	P1, P2, P3, P5, P7, P9
3	Field Testing	P3	P1, P2, P4, P5, P7, P8
4	Teacher Training Course	P6	P1, P2 P3, P4,. P9
5	Evaluation	P1	P2, P3, P4, P5, P6, P7, P8, P9

6	Dissemination	P5	P1, P2, P3, P4, P7, P8, P9
7	Exploitation	P8	P1, P2, P3, P4, P5, P7, P9
8	Project Management	P1	P2, P3, P4, P5, P6, P7, P8, P9

Figure 1: List of Work Packages

2.3 Key deliverables

A full list of the deliverables belonging to each Work Package as well as the lead and supporting partners is provided by Figure 2 below.

Deliverable No.	Title	Lead Partner	Supporting Partners
1.1	Needs Analysis	P2	P1, P3, P4, P5, P6, P7
1.2	Language-learning Framework for the Use of 3D Virtual Environments and Machinima	P2	P1, P3, P4, P5, P6, P7
1.3	Guidelines for Language Teachers	P2	P1, P3, P4, P5, P6, P7
1.4	Feedback questionnaires for teachers and learners	P2	P1, P3, P4, P5, P6, P7
1.5	A report on Using the 3D Virtual Learning Environments and Machinima for Language Learning	P2	P1, P3, P4, P5, P6, P7
2.1	Machinima for Field Testing	P4	P1, P2, P3, P5, P7, P9
2.2	Recordings of events and meetings	P4	P1, P2, P3, P5, P7, P9
2.3	Training kit for project partners on how to create machinima	P4	P1, P2, P3, P5, P7, P9

2.4	Videos for teacher training course in form of Machinima	P4	P1, P2, P3, P5, P7, P9
2.5	Instructions on how to produce machinima	P4	P1, P2, P3, P5, P7, P9
2.6	Mobile app for videos with learning activities	P4	P1, P2, P3, P5, P7, P9
3.1	Profile of target groups	P3	P1, P2, P4, P5, P7, P8
3.2	Questionnaire	P3	P1, P2, P4, P5, P7, P8
3.3	Field Test Event	P3	P1, P2, P4, P5, P7, P8
3.4	Focus Group Discussion	P3	P1, P2, P4, P5, P7, P8
3.5	Field Test Report	P3	P1, P2, P4, P5, P7, P8
4.1	General guidelines about the use of machinima in classrooms	P6	P1, P2 P3, P4,. P9
4.2	Specific guidelines from machinima produced in WP2	P6	P1, P2 P3, P4,. P9
4.3	Teacher Training Course	P6	P1, P2 P3, P4,. P9
4.4	Feedback Questionnaire	P6	P1, P2 P3, P4,. P9
4.5	Feedback report	P6	P1, P2 P3, P4,. P9
4.6	Modified materials	P6	P1, P2 P3, P4,. P9
4.7	Teacher training course 2	P6	P1, P2 P3, P4,. P9
4.8	Feedback report	P6	P1, P2 P3, P4,. P9
4.9	ICC International Language Association accreditation of teacher training course	P6	P1, P2 P3, P4,. P9

5.1	Evaluation Framework	P1	P2, P3, P4, P5, P6, P7, P8, P9
5.2	Evaluation of Teacher Training Course and Pilot Test	P1	P2, P3, P4, P5, P6, P7, P8, P9
5.3	Evaluation of Field Testing	P1	P2, P3, P4, P5, P6, P7, P8, P9
6.1	Dissemination through project website and blog	P5	P2, P3, P4, P7, P8, P9
6.2	Participation in relevant online public and private social networks	P5	P2, P3, P4, P7, P8, P9
6.3	Attendance and presentation of the project at conferences (in various parts of Europe and online)	P5	P2, P3, P4, P7, P8, P9
6.4	CAMELOT YouTube Channel	P5	P2, P3, P4, P7, P8, P9
6.5	Physical publicity and content distribution instruments	P5	P2, P3, P4, P7, P8, P9
6.6	Articles in professional journals and teacher association newsletters	P5	P2, P3, P4, P7, P8, P9
6.7	Monthly project *machinima* featuring tips for teachers and interviews with practitioners	P5	P2, P3, P4, P7, P8, P9
7.1	Tools & Strategies Phase 1	P8	P2, P3, P4, P7, P8, P9
7.2	From Consortium to Community of Practice (2015 and beyond)	P8	P2, P3, P4, P7, P8, P9
7.3	Development of and acquisition for Comenius Course	P8	P2, P3, P4, P7, P8, P9
8.1	Strategic Project Planning (SPP)	P1	P2, P3, P4, P5, P6, P7, P8, P9

| 8.2 | Quality Assurance Framework (QAF) | P1 | P2, P3, P4, P5, P6, P7, P8, P9 |
| 8.3 | Project Quality Audits (PQA) | P1 | P2, P3, P4, P5, P6, P7, P8, P9 |

Figure 2: Detailed List of Deliverables

Each Work Package has a schedule of realistic milestones (MS) enabling the partners to adhere to project management targets and remain within the allocated budget. Example milestones are indicated below:

a) MS 1, "Story board design for a set of machinima", from Work Package 1 due in month 2;

b) MS 2, "Production of a set of machinima", from Work Package 2 is due in month 6;

c) MS 3, "Field testing feedback", from Work Package 3 is due in month 12;

d) MS 4, "First version of teacher training course developed for pilot testing", from Work Package 4 is due in month 15;

e) MS 5, "Evaluation from First version of teacher training course", from Work Package 5 is due in month 16;

f) MS 6, "Website, YouTube channel and Facebook page", from Work Package 6 is due in month 3;

g) MS 7, "Exploitation and monetizing strategy", from Work Package 7 is due in month 13.

Over the life-cyle of the project, activities have been divided into four distinct phases:

In Phase 1, the project partners met to discuss the creation of example *machinima*. This process was research-informed and created example learning videos in-world.

In Phase 2, recording workshops were created and materials were trialled among a variety of data partners.

Phase 3 built on outcomes from the previous two phases and led to an extensive piloting of the three versions of the teacher-training course (e.g., the pilot phase, the second iteration, and the self-study version of the course).

Dissemination has been actively pursued across all four phases in the form of conference presentations, workshops and the use of social media (e.g., blogs, microblogging, social networks) to stimulate interest and engagement from a wide variety of stakeholders for whom the quality of the deliverables has been important.

In Phase 4, the resources were revised following pilot testing of the resources with the learners and readied for access by wider interested communities of educators.

3. Strengths, weaknesses, opportunities, threats

Partner meetings early in the project focused on highlighting the strengths, weaknesses, opportunities and threats.
The CAMELOT project has many strengths.

- It is targeted at a number of areas, focusing in particular on the European language learning community, covering all four sectors (Erasmus, Comenius, Grundtvig, Leonardo da Vinci) via a cascading effect.
- It creates synergies between practical language learning skills, digital literacy skills, learner creativity and innovative pedagogy through the use of creative commons licensing and open educational resources with make the CAMELOT community accessible and attractive to all target groups.
- Its commitment to open resources in particular as well as an online social networking community, attempts to situate the project at the cutting edge of innovation and help us bring together key sectors of the language learning education world.
- It aims to disseminate information about best practice, sharing results and recommendations.

- It aims to identify an approach to language learning based on the use of authentic virtual environments underpinned by a task-based approach.

- It aims to harness the power of real-time animation video production that is cost effective and enables learner creativity.

- It is ambitious in that it attempts to field test *machinima* across four educational sectors (school, HE, adult education, and vocational)

- Arising from the whole process it will create a teacher training course that integrates the accumulated knowledge and expertise of the project.

- The consortium has participated in many EU-funded projects and has significant experience of project management and project completion.

Potential weaknesses include:

- The ambition of the project requires a diverse range of reliable data partners.

- The project relies on engaging teachers who may not have the required technical skills or interest in digital education.

Potential threats include:

- The large number of complex deliverables requires cooperation within the work packages from a wide range of partners.

- While machinima is a high impact area in the gaming industry it requires teachers and learners to develop their technical skills when their primary focus is language learning.

- To use machinima effectively both teachers and learners will require a significant investment of time.

- Machinima may appeal to certain target groups but not others e.g., adult education.

Potential opportunities include:

- The project is an opportunity to take advantage of the popularity of video-based instruction at the current time.

- CAMELOT presents an opportunity to mainstream machinima production in the field of language learning where innovative use of digital technologies is increasingly central to learning young learners and university-aged students.
- CAMELOT attempts to build on and develop the findings of previous EU projects.

4. Unexpected contingencies

Detailed regulations relating to collaboration on the project, conduct of the partners, disputes between the partners, termination of partner participation, and changes in the partners, is articulated in the Consortium Agreement which was signed by all partners at the commencement of the project. The agreement is based on the significant EU project experience of the coordinating institution over the course of large and small consortia and enshrines good practice relevant to effective and successful project management to cover all expected