



SILKC-Path Project

D 7.1 Implementation of management tools and quality plan

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1. Introduction

1.1 General Objectives

Concept : this project aims to create an open-source digital solution, allowing to track and identify skills, in order to suggest personalized learning and career paths.

How ? This solution is based on end-users' :

- profiles
- interests
- pre-existing skills (acquired through formal and informal learning)
- ambitions.

At the same time, we intend to make stakeholders of the adult education field and VET working all together. This will allow us to identify available learning opportunities and to combine it with personal and professional development of students, unemployed and workers.

This platform is our response to two adult education priorities:

- "Increasing the demand and take-up through effective outreach, guidance and motivation strategies
- "Developing mechanisms to monitor the effectiveness of adult learning policies or to track the progress of adult learners"

Our plan to achieve these goals is based on 4 main axis:

1) **Enabling individuals to be guided towards training and career choices**

We want this platform to provide users personalized advice on their training and career pathways. These advices will be based on a recommendation algorithm, assessing user's profile data and integrating various characteristics such as :

- their current position
- their work ambition
- their formal and informal learning background
- ...

These data will be integrated on the most efficient and relevant training pathways, regarding a specific position or a set of labor opportunities.

2) **Developing an integrated system gathering all stakeholders**

In Europe, the process of upskilling competences is very complex as it requires the integration of multiple strategies, which are based on the needs of all stakeholders:

- individual, willing to increase their competences or to secure their working position
- training institutions, willing to strengthen their offer and the quality of their programme
- companies that want to access a labor force having the level of skills corresponding to their needs.

For a better matching skills and job position, the informations provided to the platform will include :

- the needs of the individuals
- the learning offer of the institutions
- the requirements of the companies

In line with the objectives of "tracking the progress of adult learners" and of "the effectiveness of policies", the project will provide institutions with i) feedbacks on the learners choices, which can be ii) assessed, in order to evaluate the relevance of the support provided to individual learners.

3) Promoting recognition of informal learning and work based skills, in order to motivate people

A strong asset of the project is its capitalization on a previous platform, created through an Erasmus + project, called MYLK. The MYLK platform enables us to take into account informal learning and work based skills in the creation of a personalized profile.

The SILKC project will integrate additional features, such as :

- The recognition and integration of skills into the career pathway.
- The promotion of students' training, innovation and creativity capacities.

This will reinforce their motivation towards the valorisation of their complete set of competencies and assets.

4) Celebrating lifelong learning

Eventually, the project will enhance the perception of lifelong learning as a relevant policy for professional and personal development by :

- allowing a better vision of learning opportunities (from both formal and informal skills development)
- promoting adult education (as a vector for work mobility and better adequacy between skills, interests and labour position)

This will inscribe the project in the initiatives supported by the EC for improving VET and in the adult education EU system.

1.2 Specific Objectives

A BETTER EUROPEAN CITIZENS GUIDE TOWARDS CAREER AND LEARNING PATHWAYS

As highlighted by the CEDEFOP : 53% of the adult employees show the need to learn new things.

To answer their needs, this project will enable them to find new learning opportunities and to reach career choices by assessing their :

- profiles
- interests
- formal and informal skills
- ambitions

Three targets will be important to show the viral potential of the platform:

- i) the students : to assess their curriculum compared to the needs of the labor market
- ii) the workers : to value their skills acquired through informal practices in order to pretend to job mobility and promotion
- iii) the unemployed people : to use their informal competencies in order to better assess their added-value for a desired position, but also to identify the learning opportunities given at international scale, for a better adequacy between their profiles and the current needs of the labor market.

The platform will provide a social approach, integrating living data such as feedbacks from users or valorisation of non-regular pathways. This will enable to value informal competences, innovative profiles and creativity.

ENSURE THE DEVELOPMENT OF AN INTEGRATED APPROACH TO REACH THE COMMITMENT OF ALL ACTORS

The main goal of SILKC PATH is to provide an efficient tool to all the stakeholders. This tool will be integrated in the current solutions and policies, as a complementary solution for a better screening. It will support individuals in their career and learning pathway.

The learning institutions will be highly involved in the project in order to provide :

- their formal data about the learning opportunities
- statistics information about their learners' experience 1, 2 or 3 years after their graduation
- their network of companies and institutions that can ease policy uptake of the solution towards its integration in larger strategies.

PROMOTE RECOGNITION OF INFORMAL LEARNING AND WORK BASED SKILLS IN ORDER TO MOTIVATE PEOPLE

European citizens are nowadays underused : 86% of the respondents appear to be enough or more skilled than needed for a defined position (especially if they integrate their informal and non-formal competencies, as well as their learning experience).

In a context where matching skills is mandatory (due to the dynamic of the labor market, which is based on job mobility opportunity), participating to skills promotion through the identification of the overall competencies of workers and people (including key items such as : innovation mind-set, creativity, initiative spirit, and learning by doing), will be a great asset for the EU.

Within the platform, the profiles of the learners will integrate their whole training activities and experiences. This will enable them to have enough data (from formal to informal), to recommend new position opportunities (that would have been locked if taken only into account qualification criteria).

1.3 Expected results

- Creation of a database from European and national initiatives
- Creation of a database of data from the partners' static and statistic studies
- Consolidation database exploitable by the algorithm
- Creation of an algorithm
- Creation of the platform
- Generation of recommendations
- Recommendation generated are relevant

1.4 Main activities

| | | | |
|---|---|-----------------|---------------|
| Work package number | 1 | Start month | M1 |
| Work package title | Identification, commitment and follow-up of end-users groups all along project duration – Pathway approach | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM OIC |
| <p>Objectives</p> <p>As the project is relying on both :</p> <p>i) a high amount of to be collected data, coming from experience</p> <p>ii) a pathway approach meaning long term vision</p> <p>It is mandatory to have, from the beginning, end-users committed to the project development (that will be considered as beta-testers).</p> <p>Indeed, the objective is to test a path of training.</p> <p>As such, the duration of the demonstration should be long : the activities towards end-users will have to be organized, from the beginning of the project, with :</p> <p>i) workshops and commitment to use the MYLK platform (or any other set of tools enabling to collect prior activities to the project)</p> <p>ii) iterations with the platform development</p> <p>iii) final use of the beta version of the platform (once released).</p> <p>The end-users should cover two profiles:</p> <p>i) learners with pre-existing learning and career established pathways</p> <p>ii) end-users with objectives of professional reorientations (from companies, or unemployed persons).</p> <p>Hence, the objectives of WP1 will be:</p> <p>O1.1: Involving the end-users from the beginning of the project</p> <p>O1.2: Collecting living and unformal data from the learners experience</p> <p>O1.3: Test the pathway approach of the project through the use of the platform to be created in WP3</p> <p>Partners involved: All</p> | | | |

Description of work

T1.1: Creation of the end-users groups

The first prior activity of the project will be to identify the profiles of the learners, and to consolidate a beta-testers community, from the project setting-up. The partners foreseen two profiles of end-users:

- On one hand, the learners with pre-existing learning and career established pathways will be targeted as they will provide two very interesting assets to the project:

i) use the platform to assess their interest in the tool

ii) but more importantly, being contents providers of what the partners have identified as “living data” (i.e. collect information from experience to enhance the social vision of the platform)

Indeed, besides the static information given by the adult education providers, evaluating the pre-existing pathways of people will provide more information about informal career path, but also about cross-vision of learning modules.

- On the other hand, end-users with objectives of professional reorientations, or job seekers, will be targeted (as their expectations are high on the side of career pathways). They will be motivated by using the platform to achieve their goal (from both formal and informal learning). Their feedback on the user experience will be a strong added value.

According to these profiles, user-groups should be created as soon as possible in the project implementation (As the partners will need their commitment from the start, to be able to identify the pathway improvement during demonstration, and to collect data).

These end-users will thus be selected from two different EU countries, in Poland and in Belgium, thanks to the partners.

Furthermore, to construct a reliable and inclusive database, a partnership with different national players (such as Pole Emploi in France or other VET and adult education organizations), will be a great value in terms of data collection, as it can easily increase the number of users.

This activity is a complete priority of the partners as enough end-users should be involved, to enable the platform to collect relevant data, and start learning from them.

- *Leading partner: BEEZNEST – Involved: BEEZNEST, OIC*
- *Partners' contribution: BEEZNEST and OIC will be in charge of the relation with the end-users as they have access to an important database of potential users. They will disseminate the project objectives and promote the tool towards their users to ensure a high number of registrations on the platform. BEEZNEST, as the main development provider of Chamilo, the biggest Open Source platform for students in Europe will bring, in addition to their technical competencies, a large scale and relevant pedagogical insight, specially for WP1.*
- *Task duration: 3 months*
- *Deliverables: D1.1: End-users groups*

T1.2: Definition of the end-users expectations

Once the end-users groups will be defined in T1.1, activities will be organized to reach their commitment and assess their expectations.

Indeed, in order to validate the assumptions of the partners (regarding their needs), and to increase the level of understanding of their requirements, two sets of activities will be performed:

T1.2.1: Preparation of questionnaires

Questionnaires will be defined to collect the requirements of the end-users, and their vision of the current support they have in adult education orientation.

These questionnaires will be disseminated towards the database of learners from the organizations involved in the project and in the network of the coordinator. It will help to better define the objectives of the platform by identifying what is working properly and what can be interesting to be automatized.

T1.2.2: Workshops

More than an on-line platform, the project aims to create an active network and hence to commit learners.

In addition to the questionnaires, workshops will be organized to allow the end-users to meet and exchange about their experience.

These workshops will be an opportunity to collect the feedback of the users on the elements defined in the questionnaires.

According to all the information gathered through these activities, the partners will issue recommendation reports including pedagogical, career and functionalities items.

- *Leading partner: BEEZNEST – Involved: All*
- *Partners' contribution: BEEZNEST and OIC will be involved in the direct contact with the users and the analysis of their feedback. All the partners will be involved in the release of the recommendations report, as it will be useful for both the pedagogical and the technical parts of the project.*
- *Task duration: 3 months*
- *Deliverables: D1.2: Recommendations report on learners needs and requirements*

T1.3: Follow-up of end-users pathways

As the project wants to analyze the way the platform can ease a pathway i.e., the career or learning pathway of end-users, it is mandatory that data are collected from the beginning (in order to enable assessing a long term process over the three years).

As the platform will not be available from the beginning, the following approach will be implemented:

T1.3.1: Collection of existing data from the use of current tools

The project is based on a previous output from an Erasmus + proposal called MYLK funded in 2015.

During this project, the main outcome was a platform enabling to automatically track the learners' experience from formal, informal and non-formal sources. Thanks to this past project, developed in open-source, allowing the partners to provide users a first tool to be used, while the platform is developed.

As such, HAIKARA will provide to the test groups guidelines to use MYLK, in order to create a first database of their learning and career experiences as well as their interest and skills.

MYLK will enable gathering information on basic skills, but also on more informal competencies such as innovation, creativity and other main items that formal learning cannot properly assess. Furthermore, the partners will collect information from other tools, such as open badges initiatives and other existing platforms, especially in the framework of past projects such as the ones developed by OIC in Poland.

These informations will also be used during the platform's implementation, as basic data, to feed the new system.

Indeed, these informations will provide "social" data i.e. real pathways implemented in real life.

Some unusual paths can appear and be highly interesting in order to enhance the capacity of the platform to understand also the emotional-oriented choice and expectations of learners depending on their profiles or interests (both in professional and personal life).

T1.3.2: Iterations trough platform development

Once the platform implementation will have started, iterations will be made with the users, in order to : - enable the release of the concrete needed functionalities

- to test the end-user experience.

Indeed, as the project is targeting a wide audience, the ergonomics and visual identity should motivate the users to stay connected.

These iterations will also be used to test the collected data from the use of MYLK and to provide additional information if needed.

T1.3.3: Final test of the beta version of the platform

Once the platform will be ready, users will be able to migrate from MYLK (or from other tools) up to the new solution, that will integrate MYLK functionalities and beyond (especially in terms of recommendations and opportunities).

This demonstration activity should lead to the identification of the users outcomes, through analysis performed in detail in WP4.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: HAIKARA will be in charge of the whole follow-up of the users as their main issues can be linked to functional items. However, OIC will have the charge of the support to the learners as it requires proximity. In addition, the technical team composed of BEEZNEST and UNIVPM will be involved regarding the technical iteration and the data collection process.*
- *Task duration: 30 months*
- *Deliverables: D1.3: Guidelines for the pathway approach for the learners/users, D1.3: Recommendations from the testing levels*

Deliverables

- **D1.1:** End-users groups (M3)
- **D1.2:** Recommendations report on learners needs and requirements (M6)
- **D1.3:** Guidelines for the pathway approach for the learners/users (M6)
- **D1.4:** Optimisations list from the testing levels (M33)

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|---------------------|--|-------------|------------|
| Work package number | 2 | Start month | M1 |
| Work package title | Identification, selection and collection of formal and informal contents to feed the platform | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM |
| | | | OIC |

Objectives

Besides collecting contents and data from the end-users, a huge series of activities realised during the project will aim to collect “static” data (especially formal data on learning paths and their link to a specific profession).

These data will be provided by existing dataset and by the partners, from the profile of adult education providers.

This WP is crucial for the project as it will enable to collect data, but also to get referenced as a major project in the framework of other European Initiatives.

As the objective is to go viral, this step will be the main priority for the partners.

Hence, if the data collected in WP1 will give the social perspectives of the project, WP2 will aim at collecting formal information on specified professions integrating three objectives:

- **O2.1:** Networking with current initiatives enabling to provide data
- **O2.2:** Identifying the related training programmes linked to a specified profession
- **O2.3:** Collecting statistical information on learner’s pathway after they have followed a specified programme from adult and VET providers
- **O2.4:** Formalizing the links between the training programmes and a unique profession.

Partners involved: All

Description of work

T2.1: Identification of existing database

The project should rely on both databases created by the partners in T2.2, but also on existing initiatives, in order to capitalize on current work performed at European and national level.

For instance, the following initiatives can be used for the project development:

- 1) CEDEFOP: This initiative launched by the European Union in 1975 supports the policies regarding VET and adult training with the aim of enabling the learners and workers acquiring the needed skills and competences. This objective is hence fully in line with the objective of the project. The CEDEFOP consolidates every year a skills forecast at European and national level. These databases of skills and competences set will be very useful for the project to gain in potential. In addition, networking with CEDEFOP is very important for the project. All the databases regarding skills and matches will be highly useful and it will be interesting to merge European initiative with European supported projects. Finally, CEDEFOP is also providing national perspectives that can help tailored vision of the competences and skills at national level in order to ensure replicability later on in the project.
- 2) EPALE: The EPALE initiative is also a main tool for the project as it gathers an important resources database on vocational training and adult education. EPALE will also be a great network to reach more users in order to gather more data.
- 3) Other European projects: a database of previous European projects will be consolidated, enabling to search for past activities that can be included in this open source platform. For instance, OIC is coordinating the GUIDEU project, aiming at providing personalized guidance to workers. This project is strongly complementary to the proposal here as the guidance provided through GUIDEU will enable more accurate advices generated automatically by the platform.
- 4) National initiative: More and more open source initiatives appeared in Europe regarding guidance and VET learning. For instance in France, the platform DATADOCK provides information on the learning providers and their training. With the requirements of open access, a huge amount of data can be reused from these initiatives.

These networking activities will be a major step of the project. All the partners will use their network to ensure the support of complementary initiatives.

In addition, it will give more power to the project by being identified as major players in the field of skills matching and screening.

- *Leading partner: OIC – Involved: All*
- *Partners' contribution: OIC is already involved in a wide set of initiatives at European level, especially regarding projects on personal skill guidance for learners. As such, OIC will lead the task and the networking activities. However, HAIKARA as coordinator should be highly committed to these activities. In addition, BEEZNEST, as a linked organization with Chamilo, an open source European LMS, will be strongly involved in networking as Chamilo is nowadays the most known platform at European scale and is already promoted through CEDEFOP or EPALE tools. Eventually, UNIVPM will be involved in supporting the partners to identify the data that will be useful, within these initiatives, to the platform and the way to collect and include them to the final tool.*
- *Task duration: 6 months*
- *Deliverables: D2.1: Database from European and national initiatives*

T2.2: Extension of the existing database

In addition to the networking activities, extension of the database regarding “static” and formal data will be performed through two main activities:

T2.2.1: Collection of formal data from the partners

Within the project, two partners, OIC, gather data regarding formal learning as providers of training. The objective for them, during the project, is to formalize their set of data and to implement them on the platform.

At this stage, collection activities will hence be expected from them.

During the platform implementation, it will be enabled for them to also orientate the functionalities of the platform, in order to be useful for the end-users as well as for the providers of trainings.

This data collection will be based on an existing set of information, available at the organizations' level. It should lead to a simple recommendation process.

T2.2.2: Statistical analysis of feedbacks and pathways of past learners

In addition to the data on training programmes (and their link to skills and work opportunities), it will also be interesting to collect “living” data (from the statistical studies performed by the adult education providers : i.e. what are the position and the evolution of their alumni 2 or 3 years after their training sessions).

These informations will be interesting in order to analyze the potential discrepancies between the current advice on training, compared to a search skills or position, and the real achievements of the learners over the time.

These datas will enable the algorithm to take into account more “social” information in addition to the ones collected in WP1.

- *Leading partner: OIC – Involved: All*
- *Partners' contribution: OIC will be in charge of these data collection. They will be supported by the other partners for technical and functional support if needed.*
- *Task duration: 9 months*
- *Deliverables: D2.2: Database of data from the partners' static and statistic studies*

T2.3: Consolidation of the data for the platform integration

Once identified and collected, the data will be extracted and consolidated by UNIVPM for consolidation and implementation in WP3 on the platform.

The technical requirements will be the following: the data will be collected in diverse formats depending on what is available nowadays.

The objective of the task is then to consolidate them through specific treatment of data processing called ETL approach (Extract Transform Load).

This task will be done in parallel of the platform creation, as such, once the tool will be ready, the data will be available for rapid integration in order to launch the demonstration as soon as possible.

- *Leading partner: BEEZNEST – Involved: HAIKARA, UNIVPM*

- *Partners' contribution: The three technical partners, Beeznest, Haikara and UNIVPM will be in charge of this task and will agreed on the format of data necessary to feed the platform. Beeznest will lead the tasks thanks to its strong technical team. The task will be essential for a correct launching of the platform. It will be launched 2 months after starting the data collection as the process will be long and data will be hence integrated from its identification.*
- *Task duration: 4 months*
- *Deliverables: D2.3: Consolidated database exploitable by the algorithm*

Deliverables

- **D2.1:** Database from European and national initiatives (M6)
- **D2.2:** Database of data from the partners' static and statistic studies (M15)
- **D2.3:** Consolidated database exploitable by the algorithm (M18)

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| Work package number | 3 | Start month | M13 |
| Work package title | Technical specifications and implementation of the platform through its pedagogical functionalities | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM OIC |

Objectives

WP3 will aim at specifying the platform to be developed, to integrate the functionalities including i) recommendations for end-users (learners) and ii) statistical information for the training providers enabling them to better tackle the needs of their learners by having access to data on past experiences. The platform will be co-developed through an open source license.

Hence, the specific objectives of WP3 are:

- **O3.1:** Define the platform specifications
- **O3.2:** Develop the platform and implement the data
- **O3.3:** Ensure viral potential by reinforcing the user experience

Partners involved: All

Description of work

T3.1: Platform functional specifications

As the several partners will work collaboratively on the technical developments, it is mandatory that they agree on a list of specifications that will enable taking into account the needs of all the stakeholders (from functionalities dedicated to the users to the technical requirements).

These functional specifications will have the global objective to describe what is needed by the users, as well as requested properties of inputs and outputs (here in terms of inclusion of data from static and “living” sources as input and recommendations and statistics as output).

These functional specifications should answer perfectly to the requirements identified in WP1 (from the questionnaires, interviews and workshops) and to be translated into technical items.

- *Leading partner: HAIKARA – Involved: All*
- *Partners’ contribution: The three technical partners, Beeznest, Haikara and UNIVPM will participate in the elaboration of the functional specifications. However, OIC should be highly involved as they will bring the functional requirements to be translated into technical items. This work will be hence completely done in cooperation.*
- *Task duration: 2 months*
- *Deliverables: D3.1: Functional specifications*

T3.2: Definition of the architecture

The definition of the architecture allows to define at the global scale of the platform, all the needed bricks that will communicate between them for instance:

- i) the recommendation engine
- ii) the data access layer,
- iii) visualization layer (user interface)
- iv) the statistical tool...

Thanks to the development of these modules as separate items, the partners will gain in flexibility regarding optimisation and modification.

This will be very useful in case users feedback would lead to changes of a specific layer.

In a project where the viral approach is a priority, it will be very important for the partners to be able for instance to modify only the user interface (that has to reply to the requirements of the users to ensure wide take-up of the platform). In that case, it will be an advantage to be able to isolate the modifications on these specific layers, without touching the other modules that will be more complex.

- *Leading partner: HAIKARA – Involved: HAIKARA, UNIVPM, BEEZNEST*
- *Partners’ contribution: All the technical partners will provide its requirements in terms of layers to identify all the modules to be developed and how it will be structured in the global architecture.*
- *Task duration: 2 months*
- *Deliverables: D3.2: Technical architecture of the platform*

T3.3: Detailed design

Once the global architecture will be defined, each layer will be detailed in terms of technical specifications, output and input requirements, and implementation documentation, in order to be able to develop the platform in T3.4.

The advantage will be to identify, individually, all the requirements and potential for technical future exploitation, regarding the open source license that will be linked to the platform.

- *Leading partner: HAIKARA – Involved: HAIKARA, UNIVPM, BEEZNEST*
- *Partners' contribution: The three technical partners, Beeznest, Haikara and UNIVPM will participate in the elaboration of the detailed design. Each of them will have to work on a specific/several layers. For instance, UNIVPM will work on the recommendation algorithm, on user interface, and so on.*
- *Task duration: 2 months*

T3.4: Platform implementation

The platform implementation will be done layer per layer, to be tested individually and integrated on the global platform. This implementation will include critical point:

T3.4.1: Development of the recommendation algorithm

As the main purpose of the platform is to advise end-users about their career paths, an algorithm will be developed and tested that will be based on the data integration performed in WP2.

T3.4.2: Development of the statistical tool

To enhance the interest of the training providers in providing their data, it was interesting to think about applications that can provide them with simple feedback from the platform use.

So a simple analytic tool will be developed to enable the providers to have access, anonymously, about the learners' preferences and their selected path, in order to improve their personalized support to their trainees.

T3.4.3: Gamification including open badges to value exceptional unusual pathways

As the objective for the platform is to go viral, it is interesting to play with motivation patterns.

In order to provide a dynamic approach on the platform, the partners will develop some gamification elements including some informal badges to value skills such as:

- creativity
- innovation
- initiative
- adventurer
- deep learner
- explorer
- ...

These badges will not be linked to any certification activities, but on simple assessment criteria, based

on quantitative indicators that can be easily evaluated such as:

- the number of training followed
- if the trainees have selected a radically different pathway as the traditional one
- ...

T3.4.4: User experience and ergonomics

A task will aim at improving the user experience by assessing the interactivity, and implementing ergonomics functions.

The design will be precisely developed to ensure a consistent graphic and responsive solution.

This item will be a major asset for the viral aspect of the project.

It is mandatory that the users want to come on the platform, that the experience corresponds to their requirements. As such, it was very important for the consortium to have specialists in this field.

T3.4.5: Natural language processing

Finally, one of the main priority and technical challenge will be the Natural Language Processing (NLP).

NLP is focusing on enabling computers to understand and process human languages, to get computers closer to a human-level understanding of language. In order for the algorithm to analyze and understand the expectations of the end-users, and to recommend a pathway.

A natural language processing tool will be developed for the platform to give personal advices.

- *Leading partner: HAIKARA – Involved: HAIKARA, UNIVPM, BEEZNEST*
- *Partners' contribution: Each of the technical partner will lead one or more layer development and implementation. T3.4.1 and T3.4.5 will be led by UNIVPM. T3.4.2 will be led by HAIKARA. T3.4.3 will be handled by BEEZNEST.*
- *Task duration: 6 months*
- *Deliverables: D3.3: Beta version of the platform*

T3.5: Tests and optimisation

After the creation of the platform, the partners will be requested to test it.

Each partner will test the first version and get end users feedbacks before large demonstration activities from iterations implemented in T1.3.2.

Once the evaluation will be finished and the assessments collected, the partners will be in charge of the final review of the platform.

Optimisation will be performed on the technical side of the platform before launching the large-scale demonstration and to analyze the outcomes in the WP4 activities.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: All partners will be involved in testing the platform. The technical partners will test in priority the layers they did not produce to be able to give technical accurate feedbacks. OIC*

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| <p><i>will test the functionalities components of the platform as well as the end-users groups.</i></p> <ul style="list-style-type: none"> - <i>Task duration: 2 months</i> - <i>Deliverables: D3.4: Release candidate version of the platform</i> |
| <p>Deliverables</p> <ul style="list-style-type: none"> - D3.1: Functional specifications (M17) - D3.2: Technical architecture of the platform (M18) - D3.3: Beta version of the platform (M24) - D3.4: Release candidate version of the platform (M25) |

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|--|--|-------------|------------|
| Work package number | 4 | Start month | M30 |
| Work package title | Analysis of end-users outputs and optimisations | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM |
| | | | OIC |
| Objectives | | | |
| <p>WP4 aims at assessing the efficiency of the platform regarding the activities performed in WP1 i.e. analysis of the global learners' pathway, comparing their asset at the beginning of the project and after 5 months of use of the platform (performed in WP1 – T1.3.3).</p> <p>This WP will also be used to test the feedback of the statistical tools of the platform in terms of output for the adult education providers.</p> | | | |
| The specific objectives of WP4 are the following: | | | |
| <ul style="list-style-type: none"> - O4.1: Assessing the output of the project - O4.2: Perform final optimisation of the platform after large scale demonstration activities | | | |
| Partners involved: All | | | |

Description of work

T4.1: Analysis of the learner's feedbacks

Once the platform has been designed and developed, it is important to enter into an experimentation phase dedicated to the output of the project (even if the users are involved in experimentation and collection of data since the beginning of the project). Hence, activities of platform use will be performed in WP1, T3.3.

However, it was mandatory to have a set of tasks dedicated to feedback and outcome analysis for the end-users. This assessment is based on the following tasks:

T4.1.1: Set up of analysis questionnaires and criteria

The partners will implement questionnaires including criteria of evaluations of the platform use. This assessment should include a part on functionalities and learning/career output to evaluate the relevance of the recommendation algorithm, but should also focus on the user experience, including visual identity, ergonomics, ease of use and gamification. The questionnaires will be disseminated through the platform and by the partners, especially OIC.

T4.1.2: Performing interviews on both pedagogical and technical requirements

As for the beginning of the project, the partners will organize second workshops to collect the feedback of the users directly from interviews. These interviews will be performed using the questionnaires as basic guidelines but the assessment can evolve depending on the users' feedbacks.

T4.1.3: Statistical analysis of the platform use

A statistical analysis of the platform use will be performed to have a quantitative assessment of the on-line practices of the trainees. This evaluation will be added to qualitative interviews to check the relevance between the on-line uses and the users' feedback.

T4.1.4: Consolidation of a recommendation report

Based on the T4.1.1 to 4.1.3, the partners will identify a set of recommendations to be implemented on the specific layers in order to have a very relevant platform at the end of the project. This report will be reviewed by all the partners and will be used to improve the functional specifications document for future developments on the platform, as it will be available as open source license.

- *Leading partner: OIC – Involved: All*
- *Partners' contribution: OIC will be involved in the interviews and will lead the definition of the questionnaires. They will be mainly in charge of the recommendation report. However, as most of the recommendations will be linked to user experience and technical developments, all partners will agree*

on the list of recommendations and the four technical partners will be in charge of reviewing the functional specifications documentation.

- *Task duration: 5 months*
- *Deliverables: D4.1: Functional and Technical recommendation report, D4.2: Analysis of the outcome of the project regarding its objectives for the workers/learners in terms of enhancement of career and learning pathways*

T4.2: Analysis of the outcome for the stakeholders

In addition to the user experience, the main asset of the project, OIC, will provide inputs to the partners regarding the potential of use of the platform and results by training providers. Indeed, one potential use of the platform statistics will be to provide learning organizations with a set of statistical information to better understand the learners' behaviors and choices. This can help in strengthening their accurate and personalized approach. This will be also assessed through demonstration to give larger replication opportunities to the platform after the project termination.

In addition, interviews will be performed with companies and institutions to assess the relevance of the platform in terms of: human resources management & support to policy making.

- *Leading partner: BEEZNEST – Involved: BEEZNEST, OIC*
- *Partners' contribution: OIC and BEEZNEST will be in charge of this task, by testing and reviewing the potential interest of the platform for their organization. They will release a replication report dedicated to training centers and organisms. They will also contact the companies in their network to introduce them to the tool and assess the relevance of SILKC PATH with their needs. Eventually, all the partners will use their networks to achieve discussions with policy makers.*
- *Task duration: 5 months*
- *Deliverables: D4.3: Report dedicated to stakeholders regarding the platform potentiality*

T4.3: Performing technical and functional optimisations towards released of the V1 of the platform for replication activities

Eventually, before starting replication and communication activities, main optimisations will be performed on the platform regarding the recommendations provided in T4.1.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: All partners will be involved in optimizing the platform as it can be either on the side of the data, the usage or the technical issues. Each partner will be in charge of optimizing the relevant items of the platform depending on the feedbacks. HAIKARA will release the final version called V1.*
- *Task duration: 3 months*
- *Deliverables: D4.4: V1 ready to be launched at larger scale through dissemination activities*

Deliverables

- **D4.1:** Functional and Technical improvement report from users' feedback (M34)
- **D4.2:** Analysis of the outcome of the project regarding its objectives for the workers/learners in terms of enhancement of career and learning pathways (M34)
- **D4.3:** Report dedicated to stakeholders regarding the platform potentiality (M34)
- **D4.4:** V1 ready to be launched at larger scale through dissemination activities (M34)

| | | | |
|---|--|-----------------|---------------|
| Work package number | 5 | Start month | M30 |
| Work package title | Replication study at European Scale | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM OIC |
| Objectives | | | |
| <p>The objective of WP5 is to ensure that at the project's end, the platform will get enough users to be used in an efficient way and to ensure continuity in the provision of a new set of data, in order to feed the algorithm. It will be optimized by :</p> <p>i) identifying all new sources of dataset as done in WP2 at larger scale ii) organize network activities with the representatives of these tools iii) ensure commitment of these organizations by seeking their support.</p> <p>Hence, the specific objectives of WP5 will be:</p> <ul style="list-style-type: none"> - O5.1: Identifying replication opportunities at national level - O5.2: Organisation networking activities - O5.3: Provide guidelines for reuse of the project's results | | | |
| Partners involved: All | | | |

Description of Work

T5.1: Identification of a complete set of European, national and regional initiatives in the field of skills screening

The main challenge of the project, and of its replication potential, still remains on the critical amount of data that should be implemented on the platform for the algorithm to gain by learning.

Hence, to ensure replication, the partners will set up a list of initiatives (in the field of skills screening at different scales) that will enable to target more countries than the ones involved in the project.

This will give the whole European ambition to the platform.

Networks such as CEDEFOP will be useful to have access to the local initiatives.

This database will be diffused, and the representatives will be contacted to participate in dissemination activities and to learn about the project outcomes.

In addition to the data collection, reaching these organizations will enable gaining in end-users, which will be mandatory for the platform to be maintained, with the objective of getting viral in the working and job seeking environment.

- *Leading partner: BEEZNEST – Involved: All*
- *Partners' contribution: BEEZNEST will use the power of the Chamilo's community in Europe to reach a maximum of users and initiatives. All the partners will provide their networks and Haikara will contact a large number of organizations on the behalf of the consortium as coordinator.*
- *Task duration: 4 months*
- *Deliverables: D5.1: Database of European, national and local wide initiatives in skills screening and promotion of VET and adult education*

T5.2: Organisation of local events

To support the network activities organized since WP2 and here, in T5.1, the partners will be organized by local events and workshops to disseminate the project results and engage stakeholders in the use of the platform as a European tool for skills screening and matching.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: 4 events will be organized by Haikara, UNIVPM, OIC. OIC will lead a main event expecting 100 persons for replication towards companies and institutions of its network. Smaller events targeting between 40 and 50 people will be expected for the other partners.*
- *Task duration: 6 months including logistics and invite sending.*

T5.3: Provide guidelines for replication

In order to have a wide take-up of the platform by the maximum of users, the project will release a replication plan including recommendations dataset on diverse aspects including:

- Guidelines for optimal use of the platform, for the learners/workers/job-seekers and the training providers,
- Best practices regarding platform extension in line with the open source strategy,
- Guidelines for technical integration of new sets of data as it will be crucial for the project replication.

All of this will be gathered in one replication plan, widely disseminated and publicly accessible through:

- the project website
- the platform
- the newsletters to be sent in the last months of the project
- or through direct contact with the project consortium members.

- *Leading partner: BEEZNEST – Involved: All*
- *Partners' contribution: All partners will be involved in the consolidation of this report as it will gather technical and functional recommendations. All partners will also be dedicated to its promotion at European scale to ensure wide take-up of the platform.*
- *Task duration: 6 months*
- *Deliverables: D5.2: Replication and transferability plan*

Deliverables

- **D5.1:** Database of European, national and local wide initiatives in skills screening and promotion of VET and adult education (M29)
- **D5.2:** Replication and transferability plan (M36)

| | | | |
|---------------------|---|-------------|---------------|
| Work package number | 6 | Start month | M1 |
| Work package title | Communication & dissemination activities | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM OIC |

Objectives

WP6 aims to ensure that the largest possible target audience will be reached from the beginning of the project.

A dissemination plan will be developed in order to support the project outreach to the target audiences (in the participating countries and following successful take-up in other countries).

The specific objectives of WP6 are the following:

- **O6.1:** To create the proper dissemination and communication tools regarding the project
- **O6.2:** Promote the results all over Europe

Partners involved: All

Description of work

Task 6.1: Creation of a communication & dissemination plan

At the beginning of the project, the partners will draft a communication & dissemination plan.

This document will present the different ways the project will be disseminated into the countries involved in the project and besides.

By establishing a certain number of publications (in specialized and non-specialised magazines) and by giving a base for fairs participation, the dissemination plan will help all partners to fix targets for wide dissemination of the project outputs.

It will also be fed by the database of stakeholders identified in both WP2 and WP5.

At the end of the project, an update of this dissemination plan will be provided in order to ensure the further development and diffusion of the project results after the end of the project.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: All the partners will provide ideas for communication activities. HAIKARA will collect them and provide the final report.*
- *Task duration: 1 month*
- *Deliverables: D6.1: Communication and dissemination plan*

Task 6.2: Creation of a dedicated website, a Facebook page and a twitter account and updates.

At the beginning of the project, a website will be created in English, French, Italian, Flemish and Polish in order to introduce, promote and follow up the project.

The translations will aim to facilitate the dissemination of the project objectives, means and results towards the partners' countries and local stakeholders.

A public website is the best available tool for the project and its detailed results to be noticed, without any space limit. The website will be divided in several sections, including:

- Project Overview: introduction, objectives, general information on the engine, project methodology, timetable,
- Partners: presentation of the partners, their role in the project, their past experience,
- Project progress: publication of the public deliverables and results,
- Related EU projects: a page will be dedicated to the other projects funded under the same topic and other EU projects that can be interesting in terms of networking activities,

- News & events,
- Publications & newsletters.

A Facebook page and a twitter account will also be created and animated to support the dissemination through the social networks.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: HAIKARA will be in charge of creating the webpage and the social networks accounts for the project but all partners will participate to the contents with at least two proposals of*

publications per month. All partners will agree on a logo, the graphic charter and the section of the website.

- *Task duration: 36 months*
- *Deliverables: D6.2: Website and social networks*

Task 6.3 : Communication campaign (publication of press releases and articles, participation to fairs and congresses ...)

In addition to the public website, a Facebook page and Twitter account, a communication campaign will be organized, following the elements described in D6.1. Each partner will have an important role to play in order to communicate the project's outputs and results. this includes, among other:

1. Realization of a poster and 100 leaflets by each partner and designed by HAIKARA
2. Press releases and publications in specialized relevant press.
3. Issue of one newsletter every six months regarding the project results especially to reach the stakeholders and prepare WP5.
4. The participation of members of each partner and presentations in thematic seminars and congresses.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: HAIKARA will be in charge of offering the first version of the poster, and off-line material, to be validated by all the partners. In addition, every partner will be committed to publication of one press release during the project. HAIKARA will also be in charge of proposing a list of topics and repartition between partners two months before the release of the newsletters. Each partner will have to fill in its section on the template and to translate the whole contents in local language. Each partner will be also committed to promoting the project results in at least one conference at local or European scale.*
- *Task duration: 36 months*
- *Deliverables: D6.3: Communication materials*

Deliverables

- **D6.1:** Communication and dissemination plan (M1)
- **D6.2:** Website and social networks (M3)
- **D6.3:** Communication materials (M36)

| | | | |
|---|---------------------------|-------------|---------------|
| Work package number | 7 | Start month | M1 |
| Work package title | Project management | | |
| Work Package Leader | HAIKARA | BEEZNEST | UNIVPM OIC |
| Objectives | | | |
| <p>WP7 aims to coordinate activities between partners and maintain synergies within their work. It will testify that the communication and coordination is efficient within the consortium. Respect of the deadlines, quality of deliverables and reports will be verified. This will be implemented thanks to a quality plan and various management tools.</p> <p>The WP7 will hence have the following specific objectives:</p> <p>07.1: Ensuring the optimal coordination of human and financial resources 07.2: Optimizing pertinent integration between WP activities 07.3: Ensuring the appropriate functioning and efficiency of the piloting committee 07.4: Ensuring the timely and appropriate reporting to the national Agency</p> <p>Partners involved: All</p> | | | |

Description of work

Task 7.1: Implementation of management tools and quality plan

A quality Plan will be elaborated to follow and control the project activities as well as for implementing proper communication measures. According to the established rules within the consortium agreement, a Piloting Committee (represented by one representative from each partner organization and led by the coordinator) will be responsible for the monitoring of activities.

Management templates will be prepared for collecting administrative partner information, establishing cost statements (timesheets, financial tables), evaluating progress achieved by each partner for each task (advancement indicators, progress chart) and for setting-up of deliverables and reports.

A tool for cooperation will be selected within existing and proven tools within partners or outside. It will enable partners to get connected from the beginning of the project and easily exchange administrative and confidential documents related to the project. It will contain, at least, a contact list, a follow-up option of open tasks, an active calendar view, and a space for document sharing and the option to download templates, guides, and communication tools.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: The Quality Plan will be elaborated by all the partners of the project. Each of them will bring their experience in past European projects to enable selecting the most effective management measures. HAIKARA will be in charge of proposing templates and validating the final quality plan*
- *Task duration: 3 months*
- *Deliverables: D7.1: Quality plan including management tools*

Task 7.2: Internal management of the project

Haikara as coordinator will be in charge of ensuring a proper communication between the partners and will be in charge of organizing regular meetings and teleconferences on the behalf of the coordinator, thanks to its expertise in project management. At the beginning of the project, a kick-off meeting will be organized in France to launch the cooperation and the activities. During this meeting, the partners will agree on the administrative and financial documents to be signed. Besides regular contacts between the partners, call conferences will be organized at least every two months. At the end of the project, a final meeting will be organized to assess the completion of the objectives and the respect of the budget.

Moreover, on a regular basis within the 36 months of the project, project meetings aiming at discussing the achievements of each partner in the different WPs, progresses and relevant with the project objectives will be organized. Each organization partner will provide agenda and meeting reports. Teleconferences will be organized by WP leaders to tackle the technical issues, on the basis of one teleconference per month.

| Transnational meetings | | |
|------------------------|----------|---------|
| M1 | Haikara | France |
| M6 | OIC | Poland |
| M3 | UNIPVM | Italy |
| M4 | BEEZNEST | Belgium |
| M5 | OIC | Poland |
| M6 | BEEZNEST | Belgium |
| M7 | Haikara | France |

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: Partners representative will be in charge of the logistic activities when hosting a meeting. All WP leaders will be included in physical and virtual meetings. Task leaders will be involved in conference calls. All partners' representatives will attend the physical meetings - one representative per organization.*
- *Task duration: 36 months*
- *Deliverables: D7.2: Minutes of the consortium meetings*

Task 7.3: Relation with the National Agency and reporting

The coordinator will be in charge of the relation with the National Agency and European Commission services. The management tools developed in T7.1 will ensure day-to-day following of the project as well as control of budget allocation and progress and quality of the work performed. This management strategy will be used for easy reporting activities. Templates for administrative and financial data will be collected every six months to facilitate the synthesis for intermediary and final report. Each WP leader will be in charge of gathering the needed information and transferring them to the coordinator. Then, Haikara will be in charge of translating the information for the intermediary and final report and writing them, in French as required by the Agency. The coordinator will transfer these reports to the Agency.

- *Leading partner: HAIKARA – Involved: All*
- *Partners' contribution: Each task leader will have to fill in its advancement files. Each WP leader will be in charge of collecting the contributions and writing its corresponding section in the technical report. Each partner will be in charge of its own financial reporting. HAIKARA will collect all contributions, translate them into French and submit them to the coordinator for final review that will send them to the French agency.*
- *Task duration: 36 months*
- *Deliverables: D7.3: Midterm report, D7.4: Final report*

Deliverables

- **D7.1:** Quality plan including management tools (M3)
- **D7.2:** Minutes of the consortium meetings (M36)

- **D7.3:** Midterm report (M18)
- **D7.4:** Final report (M36)

2. Quality Plan

2.1 Introduction

In this document, we intend to apply the procedure described within the “ISO 21500 Official standard”, by adapting the suggested process to the peculiarities of SILKC project. The International Standard ISO 21500 provides guidances (on concepts and processes of project management) which are very important, as they have impact on the project performance.

These guidances provide a high-level of concept descriptions, and processes, that are considered to form good practice in project management.

In accordance with the “ISO 21500 Guidance on Project Management”, project management is subdivided in different topics performed through processes (a set of interrelated activities). The International Standard ISO 21500 identifies the recommended project management processes to be used during a project as a whole (for individual phases or both).

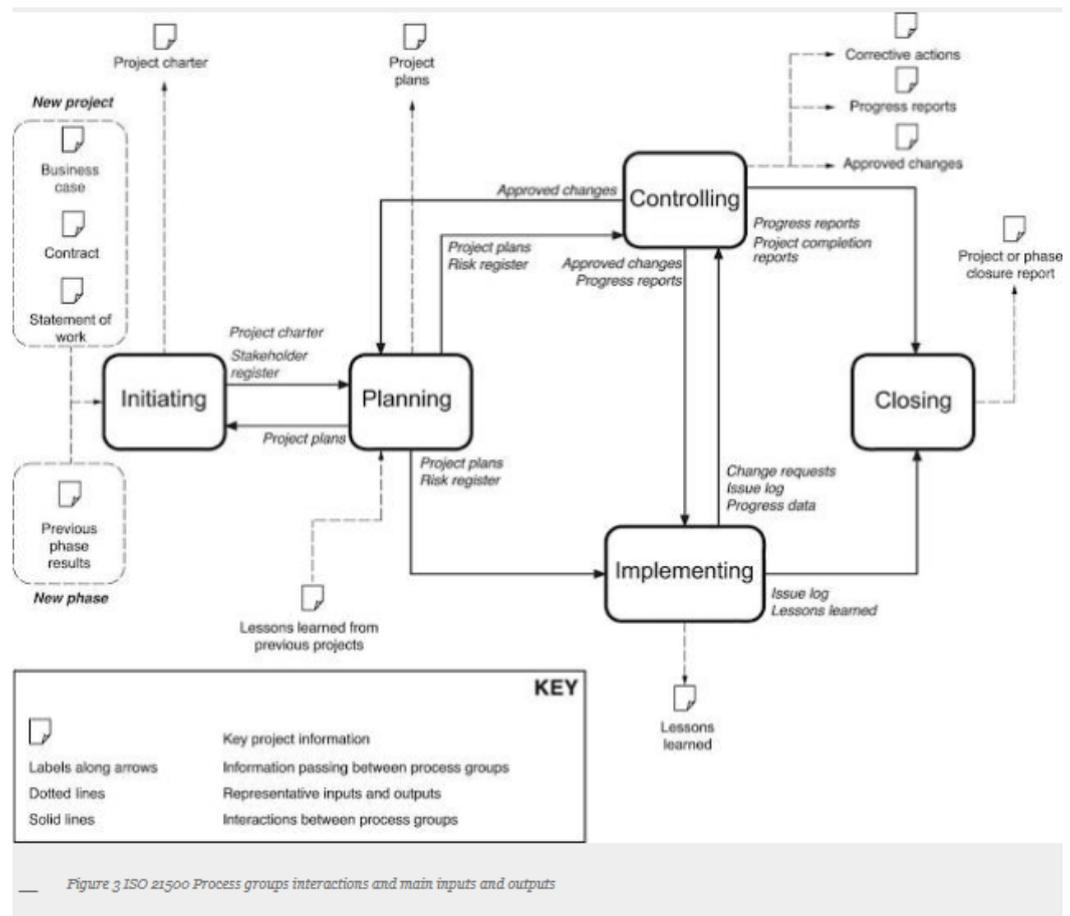
The processes should be aligned in a systemic view.

Each phase of the project life cycle should have specific deliverables (which are described and evaluated as below). These deliverables should be regularly reviewed, during the project, in order to meet the requirements of the financing authority, beneficiaries and stakeholders.

Within the **process groups**, we would include the following:

- *initiating* (develop project charter, identify stakeholders, establish project team)
- *planning* (develop project plans, define scope, create work breakdown structure, define activities, estimate resources, define project organization, sequence activities, estimate activity durations, develop schedule, estimate costs, develop budget, identify risks, assess risks, plan quality, plan procurements, plan communication)
- *implementing* (direct project work, manage stakeholders, develop project team, treat risks, perform quality assurance, select suppliers, distribute information)
- *controlling* (control project work, control changes, control scope, control resources, manage project team, control schedule, control costs, control risks, perform quality control, administer procurements, manage communication)
- *closing* (close project, collect lessons learned).

The scheme below summarizes how this steps are implanted:



Within the **subject groups** of process, we would include:

- *integration* (including the processes required to identify, define, combine, unify, coordinate, control and close the various activities and processes related to the project)
- *stakeholders* (including the processes required to identify and manage the project sponsor, customers and other stakeholders),
- *scope* (including the processes required to identify and define the work and deliverables, and only the work and deliverables required)
- *resources* (including the processes required to identify and acquire adequate project resources such as people, facilities, equipment, materials, infrastructure and tools)
- *time* (including the processes required to schedule the project activities and to monitor progress to control the schedule)
- *cost* (including the processes required to develop the budget and to monitor progress to control costs)
- *risk* (including the processes required to identify and manage threats and opportunities)
- *quality* (including the processes required to plan and establish quality assurance and control)
- *procurement* (including the processes required to plan and acquire products services or results, and to manage supplier relationships)
- *communication* (including the processes required to plan, manage and distribute information relevant to the project).

Processes and subjects can be mapped in a cross-referenced table, as the following:

| Subject Groups | Process Groups | | | | |
|----------------------|-----------------------------|--|------------------------------|--|--|
| | Initiating | Planning | Implementing | Controlling | Closing |
| Integration | - Develop project charter. | - Develop project plans. | - Direct project work. | - Control project work. -Control changes. | - Close project. - Collect lessons learned. |
| Stakeholder | - Identify stakeholders. | | - Manage stakeholders. | | |
| Scope | | - Define scope. - Create work breakdown structure. - Define activities. | | - Control scope. | |
| Resource | - Establish a project team. | -Estimate resources. - Define project organisation. | - Develop project team. | - Control resources. - Manage project team. | |
| Time | | -Sequence activities. - Estimate activity durations. - Develop schedule. | | - Control schedule. | |
| Cost | | - Estimate costs. - Develop budget. | | - Control costs. | |
| Risk | | - Identify risks. - Assess risks. | - Treat risks. | - Control risks. | |
| Quality | | - Quality Plan | - Perform quality assurance. | - Perform quality control. | |
| Procurement | | - Plan procurements. | - Select suppliers. | - Administer procurements. | |
| Communication | | - Plan communication. | - Distribute information. | - Manage communication. | |

Source: BSI Standards Publication, "BS ISO21500:2012 Guidance on project management"

3. Monitoring and evaluation process

3.1 Introduction

The quality plan and process quality standards are closely related to the monitoring and evaluation strategy. The strategy includes both :

- an internal monitoring process and an evaluation procedure which will measure the 'external' impact of the project.
- an internal project monitoring, which will concern two levels: the management issues and the technical issues.

The evaluation strategy implements therefore the function of internal control of the project. This process is designed to provide a reasonable insurance of the objectives' achievements, with regards to:

- effectiveness and efficiency of operations
- reliability of financial reporting
- compliance with applicable laws and regulations.

It implies an adequate allocation of tasks and duties within the partner organizations, as well as regular checks.

3.2 Tools

The evaluation strategy will include appropriate tools, devised to assess on an ongoing basis: project relevance, efficiency and impact, in order to allow :

- to measure progress throughout its life cycle
- to determine if the project responds to main target groups' needs
- to measure the satisfaction level of the project activities' beneficiaries
- to determine how the project impacts on social communities
- to evaluate unexpected results
- to control all processes

The tools will be delivered to the appropriate target groups, over the project duration, according to the activity schedule.

The tools are meant to check and measure processes and outputs during the project development and evaluate it at the end. Different categories of tools are devised, in accordance to what is described in the introduction ('internal' monitoring and 'external' evaluation) :

- The excel file represents a control list to assess any progress and the rate of success of project activities in relation to specific objectives and expected results.
- Check lists are used as preventive actions to ensure smooth development of specific project activities, through the control of any steps needed for the achievement of the results.
- Evaluation questionnaires are used as means to assess the outcomes of specific project activities carried out and to take corrective measures for the critical issues which will be outlined through these tools.

Several progress reports will be written and sent to Erasmus+ Agency: one interim report (at the end of the first contractual one and half year) and one final report. These reports will include a narrative section in which will be described:

- the advancement of the different tasks
- any problems within the partnership
- the communication and visibility actions launched
- the interchange of knowledge and experience
- any modification of the initial planning (along with the reasons for eventual changes or delays, as well as the measures adopted for facing difficulties or delays).

The achievement degree of programme indicators (strategic indicators and specific one) will be measured at the occasion of the interim and final report.

3.3 The people in charge

The Steering Committee will be in charge for :

- the timely delivery of technical reports
- the quality review of the reports
- the validation of the reports.

At management level: the Project Coordinator, supported by the Quality Manager, will report to the partners the project advancement (at the occasion of each transnational project meetings).

Moreover he/she will collect progress data from the WP Leaders, in order to :

- check the advancements of deliverables
- check the achievement of indicators set in the Logical Framework Matrix within each Work Package.

As several partners will contribute to the same WP (performing specific tasks), the WP leader will take care of collecting and integrating the contributions of other participants, in order to achieve performance indicators.

Proposals for reviewing and updating the indicators table, will be put forward by the WP leaders if required.

Each partner has undertaken:

- to take part in the efficient implementation of the project
- to cooperate
- to perform and fulfill all of its obligations
- to notify promptly, in accordance with the governance structure of the project, any significant information, fact, problem or delay likely to affect the project (in order that corrective measures can be taken in due time)

4. Risk management

4.1 Risk analysis within the project

As the project environment could have an impact on its performance and success, the MYLK project takes into account the following factors inside the organizational boundary :

- strategy
- technology

- project management maturity
- resource availability
- organizational culture and structure
- bankrupt of one of the partners

While the second factors are considered in the above-mentioned quality and monitoring processes, factors outside the organizational boundary have to be carefully analyzed (through a so-called risk analysis). Indeed, they could have an impact on the project by imposing constraints or introducing risks affecting the project.

Although these factors are often beyond the control of the project manager, they should still be considered.

Concerning the main preconditions and conditions required for the project implementation: all partners should maintain their condition of technical and financial liability, as well as an effective operation over the whole duration of the project.

Risk monitoring will be a constant activity during the project. In order to perform the risk management and control function successfully, the circumstances which may produce a threat should be promptly identified and prioritized.

The potential risks underlying SILKC have been preliminarily analyzed and categorized with respect to a risk rating (likelihood multiplied by impact).

To manage potential risks we have outlined a set of contingencies that can be implemented to safeguard the project. Below is a table summarizing the preliminary risk assessment carried out.

| Critical item | Risks associated | IMPACT | LIKELIHOOD |
|--|--|--------|------------|
| Information flow among the Consortium Partners | Lack of coordination in the exchange of information between participants | Medium | Low |
| Delay in the identification of the groups due to the great number of professions | Delay in the data collecting process | High | Medium |
| Difficulty to get responses for the surveys to feed the platform (OIC) | Jeopardize the launch of the machine learning process | High | Medium |
| Lack of awareness, interest and skills among relevant stakeholder in the pedagogical aspect of the project | Misguiding the users in their training pathways | High | Medium |

4.2 Preventive actions and corrective measures

To manage potential risks we have outlined a set of contingencies that can be implemented to safeguard the project. Hereafter the contingency plan is reported:

| CRITICAL ITEM | RISKS ASSOCIATED | CONTINGENCY PLANS |
|--|--|---|
| Information flow among the Consortium Partners | Lack of coordination in the exchange of information between participants | Definition of the standards and methods for information exchange between participants in kick-off and successive meetings. Empowerment of communication tools. <ul style="list-style-type: none"> - Google group - Mail exchanges - Google drive folder - Synchronone online meeting (skype). |

| | | |
|--|--|--|
| | | - Transnational meeting use of english as communication language |
| Delay in the identification of the groups due to the great number of professions | Serious delay in the identification of the groups due to the great number of professions | - Focus on the most accessible job population among partners. - Limitate the number of jobs to 5 for the testing phase. |
| Difficulty to get responses for the surveys to feed the platform (OIC) | Jeopardize the launch of the machine learning process | Use of Beeznest network to widen the the range of possible responders |
| Lack of awareness, interest and skills among relevant stakeholder in the pedagogical aspect of the project | Low motivation to use OER | Assignment of a pedagogical responsible to ensure the project remains pedagogically efficient. |

5. Quality of Project Deliverables

The quality of project deliverables will be evaluated through a set of indicators. Evaluation indicators vary according to the result or process which is being evaluated. The project is going to use both qualitative and quantitative indicators. Indicators will help:

- to get progressives informations on the project effectiveness
- to achieve the objectives and efficiency in the optimal use of resources
- to measure the relevance of the project activities in regard to the identified needs.

The table below summarizes the list of evaluation indicators.

| Wider objective | Indicators of progress | How indicators will be measured |
|--|-------------------------------|--|
| Delivering a platform for personalized guidance and skills matching between workers, learning institutions and the labor market, is completely in line with the current priorities | - | |
| Specific objectives of the project | Indicators of progress | How indicators will be measured |

| | | |
|---|--|---|
| <ul style="list-style-type: none"> - matching supply and skills, - helping stakeholders to measure and adjust their offer - to enable building and sustaining strong competencies at European level including - informal and soft skills.Helping people track their learning - Allow people organized their learning - Enforce social learning - Personalization of the training pathways - Valorisation of past training and learnings | <ul style="list-style-type: none"> - Number of users on the platform and contents tracked - Number of learning contents labeled - Number of shared contents - The number recommendation request - The number of badges imported in the platform | <ul style="list-style-type: none"> - Count the number of registration and contents tracked - Counting the number of labeled learning contents - counting the number of contents consulted following a suggestions - counting number of recommendation generated - counting the number of badges imported |
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