

# Skill Resilience 4EU

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## SkillResilience4EU

Resilience through re-skilling and upskilling for European labour markets in transition.

D8.1 - Project kick-off meeting report

January 2025

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## Project information

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Project coordinator:	HVL
Contact:	<a href="mailto:SkillResilience4EU@hvl.no">SkillResilience4EU@hvl.no</a>
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## Revision History

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## Abbreviations and acronyms

Abbreviation or acronym used in this document	Explanation
CA	Consortium Agreement
DECP	Dissemination, Exploitation and Communication Plan
DoA	Description of Action
EC	European Commission
EU	European Union
GA	General Assembly
IPR	Intellectual property rights
KER	Key Exploitable Results
KPI	Key Performance Indicator

QAP	Quality Assurance Plan
RP	Reporting Period
RQM	Risk and Quality Manager
WP	Work Package

## Glossary

Term	Definition used or meaning in the SkillResilience4EU project	Reference or source for the definition if applicable
Twin transition	The coexistence and interplay of the two major transformational processes in contemporary society: green and digital transitions	Commission et al., 2022
Labour market mismatches	When sectors and industries cannot meet, attract nor develop the necessary skills or transfer them from other industries, this has substantial implications for workers and territories, challenging the resilience of the labour markets and consequently having an impact on both economic growth and social inclusion.	SkillResilience4EU, Description of Action
Labour market resilience	Labour market resilience refers to the capacity of a labour market or workforce to withstand and adapt to various changes in the economic system while maintaining stability and opportunities for workers	Diodato & Weterings, 2015; OECD, 2017
Upskilling and reskilling	Upgrading of existing skills (upskilling), or be about completely new skills (reskilling).	Cedefop, 2022
Left-behind socio-demographic groups	Vulnerable socio-demographic groups (i.e., low-skilled employees, people over fifty years old, women, migrants, or persons with learning difficulties) may face barriers to accessing transition-related opportunities.	Bormann et al., 2021; Campbell et al., 2019

## Executive Summary

This deliverable reports on the Kick-off Meeting (KoM) of the Horizon Europe project SkillResilience4EU and the first activities performed in the framework of WP8 (Project Management).

The KoM took place in Bergen at Campus Kronstad on 21, 22 and 23 January 2025, in connection with the project's first General Assembly. The KoM was hosted by Western Norway University of Applied Sciences (HVL) as coordinating organisation. All Consortium Partners and the Associated Partner were represented. The Project Officer from the European Research Executive Agency joined virtually in the first session of day one. SkillResilience4EU's "sister project", ISABEL, funded under the same Horizon Europe topic, also joined virtually to present the ISABEL project.

The main objectives of the KoM were:

- To enable all Partners to get to know each other better
- To create a team spirit between the consortium members
- To build a common understanding of the project's core concepts
- To recap and discuss the Project objectives, expected results and required tasks
- To present internal reporting and coordination procedures and tools
- To set the foundation of the project communication and dissemination as well as stakeholder engagement strategies
- To define the next steps for the first months of implementation

The discussions and decisions paved the way for a focused and productive start to the project, while highlighting possible challenges and risks. The meeting facilitated building mutual understanding among consortium members from diverse backgrounds, providing collaboration guidelines and tools, setting processes for impactful and high quality deliverables, and defining the meeting plans for the upcoming months.

Further, the dates for the next project meeting and General Assembly have been set to be held in Utrecht, on 12 and 13 June 2025.

The report has been prepared with the help of GPT UiO <sup>1</sup>(language-based AI tool developed by University of Oslo and authorised for use by HVL) to improve language and to consolidate notes that have been taken during the meeting.

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<sup>1</sup> <https://www.uio.no/english/services/it/ai/gpt-uio/index.html>

## Table of Contents

<b>1</b>	<b>Introduction</b>	<b>8</b>
<b>2</b>	<b>Organisation of the KoM</b>	<b>9</b>
<b>3</b>	<b>Summary of Content and Discussions</b>	<b>12</b>
3.1	Presentation by Project Officer, REA	12
3.2	Sister project ISABEL	12
3.3	Expectations and shared vision for impact and collaboration	12
3.4	Key take away points from the WP presentations	14
3.5	Project Management	15
3.6	General Assembly meeting #1, 22 January	17
3.7	Data Management, open science and research ethics	18
3.8	Stakeholder Engagement, Impact and Outreach	19
<b>4</b>	<b>Conclusion</b>	<b>21</b>
4.1	Key take away messages	22
4.2	Next Steps	22
	<b>Annex 1: Overview of the Consortium</b>	<b>23</b>
	<b>Annex 2: Kick-off Meeting Agenda</b>	<b>24</b>
	<b>Annex 3: Project summary</b>	<b>30</b>

## **Tables and Figures**

Figure 1: Group work (Credit: Maria Tsouri)

Figure 2: Screenshot from presentation of the Consortium

Figure 3: Group Picture (Credit: Tora Andersen)

Figure 4: Screenshot Live poll Slido – Expectations for the Skillresilience4EU project

Figure 5: Screenshot Live poll Slido – Ambiguity of key concepts

Figure 6: Screenshot from presentation – Project management structure

Figure 7: Screenshot Live poll Slido – Priorities for good cooperation

Figure 8: Screenshot from presentation – Financial reporting

Figure 9: Screenshot from presentation – Data Workflow

Figure 10: Screenshot from presentation – How to achieve impact

Figure 11: Screenshot Live poll Slido- Priorities for Outreach activities

Figure 12: Screenshot from presentation – Quality assurance process

## 1 Introduction

The Kick-off Meeting for the SkillResilience4EU project meeting was organised on 21, 22 and 23 January 2025 at the premises of the Coordinating organisation, Western Norway University of Applied Sciences (HVL), in Bergen. The KoM provided the opportunity for the consortium to get to know each other better, their roles in the project and to better understand their tasks.

Nine out of ten partners were represented in person, and representatives from two partners attended the meeting digitally. In addition, the Project officer of the REA participated digitally on the first day of the meeting as well as the project coordinator of Skillresilience4EU's "sister project", ISABEL, which is funded under the same topic *HORIZON-CL2-2024-TRANSFORMATIONS-01-03 - Minimise costs and maximise benefits of job creation and job destruction*, which also started 1 January 2025.

The main goal of the KoM was to introduce all partners to each other and to create a professional foundation for future collaboration. The meeting focused on consolidating a mutual understanding among the partners and establishing a common vision of the project's key deliverables and concepts. There was also time for social activities and ice breakers to establish informal conversations and interactions.

Emphasis was put on how to achieve impact, how to approach and involve stakeholders, on understanding interrelations between WPs and how to organise smooth interactions between them. It was also underlined how critical it is to establish and convey a common understanding of the project toward its target groups. A significant amount of time was devoted to introducing the internal communication and reporting mechanisms.

The knowledge exchange and shared understanding of the project established during the KoM will influence all future deliverables of SkillResilience4EU. As the first deliverable, the KoM sets the groundwork for successful collaboration and project implementation.

Section 2 of the deliverable offers a general overview of the organization of the Kick-off Meeting (KoM) and a summary of the main discussions. Section 3 summarizes the content and discussions from the meeting. Section 4 presents a conclusion and outlines the next steps forward, along with the following annexes: Annex1: Overview of the Consortium, Annex 2: Agenda for the KoM and General Assembly, Annex 3: Press Release.

The internal coordination, reporting guidelines, communication tools, and other practical matters discussed and presented during the KoM will be further developed in Deliverable D8.2, Project handbook, which is due in the end of February 2025.

## 2 Organisation of the KoM

The KoM was organised on site at Campus Kronstad, Bergen, one of the five campuses of HVL. The KoM was managed by HVL as the coordinating partner, who was responsible for the facilitation of meeting rooms and technical equipment. The partners were encouraged to join the meeting in person to achieve the best effects in terms of teambuilding and internal communication. Nine out of ten partners were represented on site and two partners were represented virtually. The Municipality of Platania (MoP) was unfortunately unable to travel due to national administrative restrictions coinciding with the approval of the yearly budget, an issue that was beyond the control of MoP. The partner was represented online by three staff members.

The KoM was opened by the PC, Maria Tsouri, who provided a recap of the project’s key elements, including its objectives, key exploitable results (KERs), and expected impacts. This was followed by a digital presentation by the Project Officer from the European Research executive Agency (REA) and a digital presentation by the PC of the sister project ISABEL. Further, the consortium member and their teams introduced themselves and their institutions and provided an overview of key personnel and key competences as well as their expectations. Work Package leaders presented their initial work plans, focusing on the activities and goals for the first six months.



Figure 1: Consortium members during the KoM (Credit: Maria Tsouri)

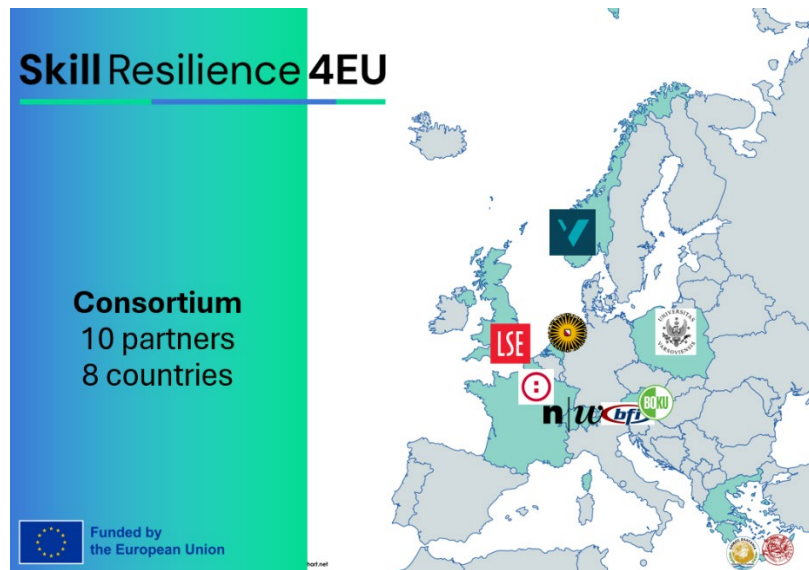


Figure 2: Screenshot from presentation of the Consortium

A project dinner was arranged after the meeting on 21 January. This was a social event that provided an opportunity for the partners to get to know each other better in an informal setting.

As part of the governance structure of the consortium and in line with the Consortium Agreement, the first General Assembly meeting was organized as a part of the KoM at the start of the second day of the meeting.

The second day of the meeting focused then on project management including effective management and coordination of the project, data management and storage, personal data and research ethics, achieving impact and quality and stakeholder engagement.

The third day of the KoM focused on deepening the understanding of roles and responsibilities and to plan the next steps forward.

### Participants - On site

#	Name	Organisation
1	Maria Tsouri	HVL Business School
2	Marthe Vaagen Tjemslund	HVL Division of Research
3	Guillaume Lapeyre	HVL Division of Research
4	Lars Coenen	HVL Business School (Day 1)
5	Nora Bækkelund	HVL Business School
6	Ridvan Çınar	HVL Business School
7	Stig-Erik Jacobsen	HVL Business School ( Opening Day 1)
8	Yana Balakina	HVL Division of Finance
9	John Andre Valdersnes	HVL Division of Finance
10	Karin Wibrand	HVL Division of Research

11	Janina Juranek	HVL Division of Research
12	Tone Merete Brekke	HVL Business School (Day 3)
13	Radina Trengereid	HVL Business School (Day 3)
14	Panagiotis Skartados	UoC
15	Andreas Panagopoulos	UoC
16	Deyu Li	UU
17	Ron Boschma	UU
18	Magdalena Marczevska	UW
19	Justyna Szczepanik	UW
20	Tina Haisch	FHNW
21	Nicolaj van der Meulen	FHNW
22	Theo Biddulph	Simplon
23	Melanie Jonquiere	Simplon
24	Ulla Sever	BFI
25	Peter Zauner	BFI
26	Verena Radinger-Peer	BOKU
27	Gesa Pflitsch	BOKU
28	Victor Pérez-Sánchez	LSE (Day 2 and Day 3)

### Participants - Online:

29	Markos Malandrakis	Municipality of Platania (MoP)
30	Triantafyllia Nikolaou	Municipality of Platania (MoP)
31	Olga Bertsoulaki	Municipality of Platania (MoP) (Day 1)
32	Andres Rodriguez-Pose	London School of Economics (LSE) (Day 1)
33	Nicholas Vretos	Presentation from sister project ISABEL (Day 1)
34	Andrea Rotondo	Project Officer at REA (Day 1)



Figure 3: Group photo – Credit Tora Andersen

### 3 Summary of Content and Discussions

The meeting started with a welcome by the Project Coordinator Maria Tsouri and the Vice Dean of Research at the Faculty of Technology, Environmental and Social Sciences at HVL, Stig-Erik Jacobsen.

#### 3.1 Presentation by Project Officer, REA

The Project Officer, Andrea Rotondo, indicated that a meeting will be organised soon with the European Commission's Directorate General for Employment, Social Affairs and Inclusion, together with ISABEL and SkillResilience4EU to discuss policy feedback. He clarified that the project will have two review meetings, as planned, where the PO with the support of 2 external experts will assess the project deliverables and reports. He underlined his expectations about smooth and meaningful collaboration between ISABEL and SkillResilience4EU. Regarding financial and legal issues, the PO explained that changes can happen but that it is critical to ask questions and check in advance with him and the REA's financial and legal advisors how these changes should be handled, for example through an amendment. Changes that improve the project can be considered, and deviations from the estimated budget should be properly explained. Finally, he reminded the project partners about the eligibility of costs, for example participation to a conference in Tokyo should be fully in line with the project aim and content.

#### 3.2 Sister project ISABEL

Nicholas Vretos presented the project ISABEL (*minimize coSts and mAximize Benefits in the transitional European regional Labour markets*<sup>2</sup>). ISABEL is a project funded under the same topic in Horizon Europe Cluster 2. The aim of ISABEL is to create a new research ecosystem for transitional regional labour markets. ISABEL's main goal is to co-create a useful, friendly, modular and intuitive research platform, in collaboration with the end-users (i.e. Researchers/Policy Makers) and domain experts. This platform will support domain experts to foster their research work, while it will integrate expert knowledge to AI tools for policy making. It will develop and deploy explainability tools that can engage end-users to use the ISABEL solutions and AI in general. To address its objectives, it will use both primary and secondary data on regional, national and European levels. Nicholas Vretos gave a comprehensive and detailed technical review of ISABEL during the first day of KoM (21 January 2025). Similarly, SkillResilience4EU was presented digitally at the kick-off meeting of ISABEL by Maria Tsouri on 14 January 2025. These two initiatives constituted opening for a lot of potential synergies and collaboration, and possibly joint events.

#### 3.3 Expectations and shared vision for impact and collaboration

There was an interactive poll and discussion on the expectations of the projects and the creation of a shared vision for its impact. This included how to ensure inclusive participation and engagement by speaking a "common language". This was followed by a discussion in plenum about the importance of having a common understanding the project's key terms, such as "Twin transitions", "Left behind

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<sup>2</sup> <https://cordis.europa.eu/project/id/101177687>



### **3.4 Key take away points from the WP presentations**

#### **WP1: Twin transition conceptual framework**

- Completion of WP1 tasks and deliverables will be a practical challenge.
- All partners should provide input to the knowledge base from the perspective of the needs of other WPs
- Task 1.1 should address ambiguities related to key terms and concepts and should build on already funded EU projects.
- Most partners have at least one or two person-months to contribute with input.

#### **WP2: Macro/micro economic pathways**

- Recruitment of LSE staff on the project will soon be initiated
- UoC explained the main principles for the behavioural experiments
- UoC can provide translated material to help with ethical approvals for these experiments

#### **WP3: Labour markets in transition**

- Clarification of the data needs and alignment with the data management plan are critical
- A meeting is proposed tentatively in May 2025 for this purpose
- Regions for the case studies are set in the Description of Action: it might be possible to include other regions in different ways, through stakeholder interviews for example, in order to explore relevant dimensions emerging from WP1 for example

#### **WP4: Institutions in transition**

- WP4 strongly depends on WP3 for data collection, training needs to be provided to partners to ensure proper data collection
- A software tool maybe used to support topology analysis and to standardise visualisations: BOKU will contact HVL to discuss how to implement this

#### **WP5: European labour market resilience resilience management**

- Task 5.3 should be further clarified in terms of interaction between WP1 and WP5
- It is very important to find the right language for the different target groups.

#### **WP6: Skills resilience**

- A working definition of left-behind groups is needed
- Contribution of non-academic partners in the previous WPs is critical to ensure practical and transferable outputs in WP6. They should be included early enough and their feedback taken into account, connecting research with practice.
- The role of UoC in WP6 is mostly to integrate the outputs of WP5 within WP6

#### **WP7: Outreach, engagement and impact**

- We need a “corporate manual” where we agree on a common language and common visual identity
- FHNW presented the work of a creative director that might support the development of the communication strategy

- Integration of data visualisation within the project website will be explored

### General points:

- Delays in deliverables are likely to occur, but it is extremely important to assess impact of such delays with respect to other deliverables and tasks and reduce any snowball effect that would jeopardise the timely implementation of the tasks.
- All the different components of the project (KERs, objectives, KPIs, deliverables, etc.) are difficult to grasp and connect together easily, due to the project complexity and the tight interdependencies across WPs for example through the case studies. Based on the infographics presenting the overall methodology, the Coordinator will elaborate a visualisation of all the key components to facilitate common understanding and facilitate internal and external communication of the project key concepts and outputs.
- The Coordinator will add to the Gantt chart information such as deliverables internal deadlines and task contributors in order to help partners with identifying their contributions.

All WP leaders presentations can be found here: [Presentations](#) (NB: accessible only to consortium members). The presentations can be made available to the PO and external reviewers.

## 3.5 Project Management

Management structure and coordination, working procedures and clear communication was the focus on the second day of the KoM. This included presentations and discussions about effective coordination and communication, data management and ethical approval procedures, stakeholder engagement and involvement, as well internal financial reporting. Furthermore, the project's first General Assembly meeting was held in the morning of the second day, 22 January.

HVL's Division of Research, Innovation and Internationalisation provided an overview of the consortium management structure, roles and responsibilities, and presented procedures and guidelines for effective coordination and communication.

Management structure

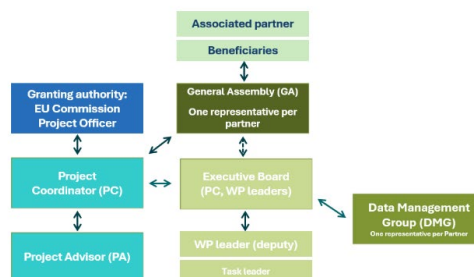
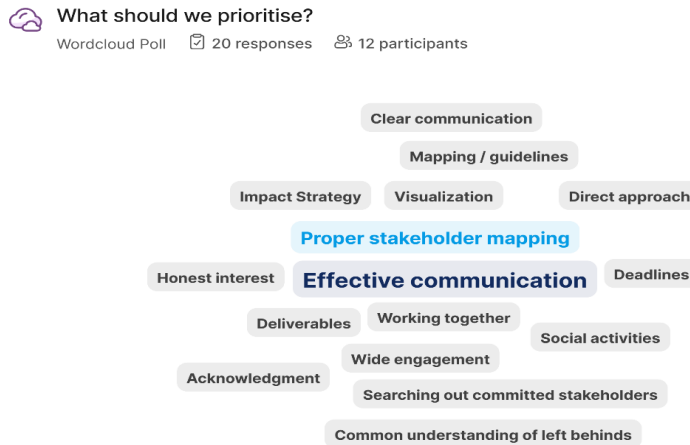


Figure 6: Screenshot from presentation – Project management structure

Practicalities of working together in Teams and e-mail communication were presented in the final part of the session. To foster effective cooperation and management, participants were encouraged to use a Slido poll to reflect on priorities and potential pitfalls in future collaborations. The discussion emphasized the importance of effective communication and thorough stakeholder mapping as key priorities. Conversely, participants were advised to avoid raising unrealistic stakeholder expectations, miscommunication, and internal conflicts.



slido

Figure 7: Screenshot Live poll Slido – Priorities for good cooperation

To ensure a smooth workflow, it was recommended to schedule bi-weekly progress meetings and monthly updates with the coordinator. The importance of clear and effective communication for standardized visualizations was emphasized, along with a suggestion to plan a workshop for June 2025.

Furthermore, a summary of the project budget was presented, with an overview of the purchase costs and the staff effort per partner. In addition, information was provided about internal reporting periods and deadlines, as well as information about the payments.

## Reporting periods and deadlines

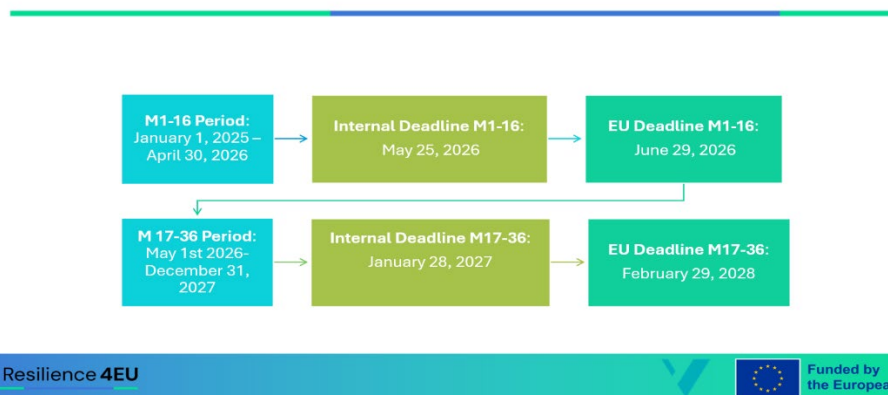


Figure 8: Screenshot from presentation – Financial reporting

Since the prefinancing was received by the Coordinator the day before the KoM, the Coordinator requested all Partners to provide their banking details so that the payment of the first installment can be processed without delay, in line with the provisions of the Consortium Agreement.

The procedures and templates presented and discussed during the KoM will be further revised and detailed in the Project Handbook (Deliverable 8.2) and for this reason are not included here.

### 3.6 General Assembly meeting #1, 22 January

The projects first GA meeting was held in the morning of the second day. Following are the main decision points from the first GA:

The EB members (WP leader and substitute) have been appointed as follows:

		<b>WP lead</b>	<b>Substitute</b>
WP1	UU	Deyu Li	Ron Boschma
WP2	LSE	Andres Rodriguez-Pose	tbd
WP3	UW	Magdalena Marczevska	Justyna Szczepanik
WP4	BOKU	Gesa Pflitsch	Verena Radinger-Peer
WP5	UoC	Andreas Panagopoulos	Panagiotis Skartados
WP6	BFI	Ulla Sever	Peter Zauner
WP7	FHNW	Tina Haisch	Nicolaj van der Meulen
WP8	HVL	Maria Tsouri	Ridvan Cinar

The EB meetings will take place every month, and will be held on the second Thursday of the month, starting with 13 February 2025, 10.00 – 11.00 CET.

General Assembly meetings will be held every six months. The next General Assembly meeting will be held in Utrecht, Netherlands on 12-13 June 2025, and tentative dates have been set for the other GA meetings. For the third GA meeting in London and the fifth GA meeting in Vienna, alternative dates were discussed. It was decided that it will be on the agenda for the first EB meeting that will be held on 13 February.

Tentative meeting schedule of the GA meetings is as follows:

- GA#2: Utrecht, 12-13 June 2025
- GA#3: London, late November 2025
- GA#4: Rethymno or Platania, UoC and MoP, June 2026
- GA#5: Vienna, December 2026 (alternative date January 2027, to be decided at next GA)
- GA#6: Warsaw, June 2027
- GA#7: Montreuil/Paris, Simplon, December 2027, in conjunction with final event

### 3.7 Data Management, open science and research ethics

Procedures and guidelines for data management were presented, including the FAIR principles and handling of personal data. A Data Management Plan will be developed by the Data Management Group, which consists of one representative from each partner. An overview of the planned datasets was given. The different measures and commitments foreseen in the Description of Action were recapped such as the use of Dataverse, HVL’s institutional repository, as FAIR-compliant data repository to be used as general rule for the datasets to be published. Further discussions will take place in the next Executive Board meeting, including the decision on which Creative Commons license should be considered for long texts formats and public deliverables. The Coordinator also introduced its preference for CC BY-NC-SA 4.0<sup>3</sup>, but this should be discussed further and agreed by the EB. The workflow to be used for the drafting of the DMP and the identification of the project datasets was also presented:

#### Dataset workflow

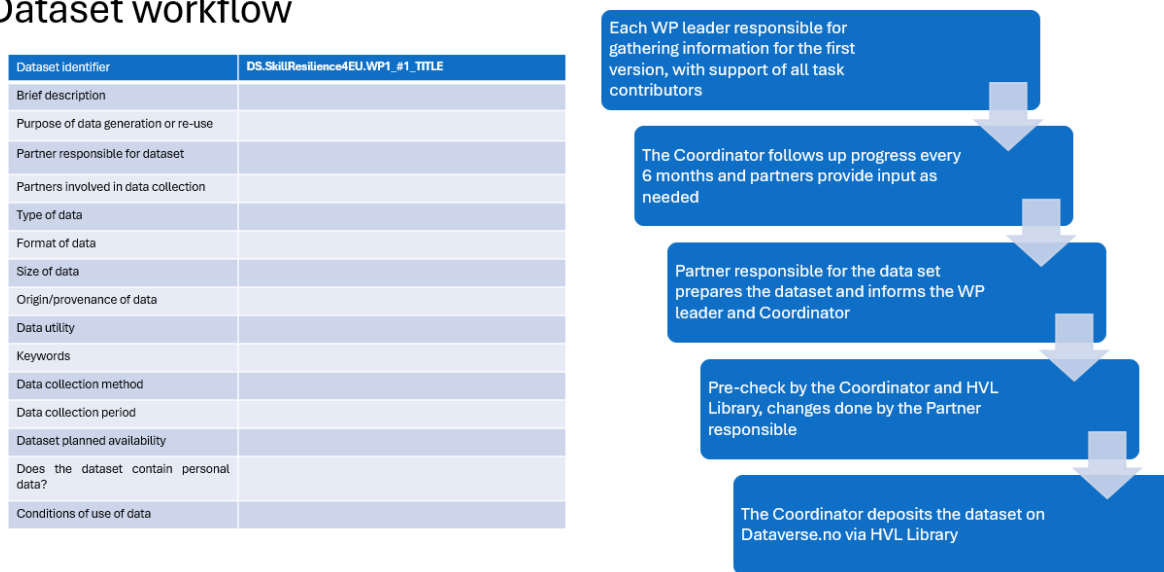


Figure 9: Screenshot from presentation – Dataset Workflow

During the discussion on data management, it became clear that WP3 and the DMG have to work closely with together to identify the flow of data between partners, WPs and case studies. The DMG will be appointed at the first EB meeting and the draft DMP will be circulated month 3 with all WP leaders being asked to make a first attempt to identify data to be re-used, collected or generated during the project in order to be on time with the first version of the DMP due 30 June 2025.

Open science practices were also presented, such as the need to maintain digital copies on the project website up to 5 years after its completion.

Ethical principles and data protection regulations were also addressed. During the discussion on how to obtain ethical approvals, several key questions were raised, for example whether one partner could obtain an ethical approval for the whole project or whether each partner should seek ethical approvals locally. Due to internal restrictions, the Faculty of Technology, Environmental and Social Sciences’

<sup>3</sup> <https://creativecommons.org/licenses/by-nc-sa/4.0/>

ethical committee at HVL is not able to provide an ethical approval that would cover the whole project. It must be clarified soon whether another partner could provide such an “umbrella” approval or whether each university should apply locally. The participants discussed the use of standardized information sheet and informed consent templates, the possibility of streamlining the ethical review processes, and the need to clarify who has access rights to the datasets and where the data should be stored.

### 3.8 Stakeholder Engagement, Impact and Outreach

The importance of stakeholder engagement, impact, and outreach was emphasized and discussed multiple times during the KoM. The different elements from the Description of Action were recapped and the process to further develop an effective stakeholder engagement strategy for outreach and uptake of our outputs were discussed by the partners, using six overarching questions as illustrated below:

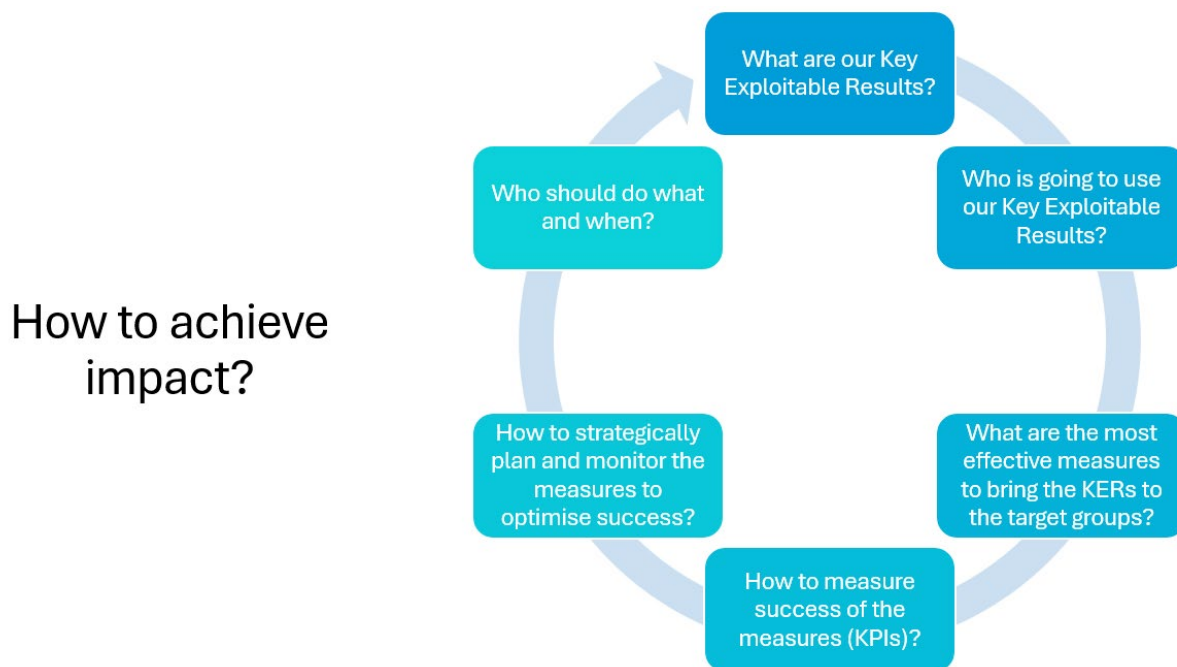


Figure 10: Screenshot from presentation – How to achieve impact

The discussion highlighted several key points: It is essential to define very clearly our target groups, including labour market entrants, practitioners, policy makers, research communities, media, and the general public. Communication and monitoring must involve developing strategies to effectively communicate results and regularly measuring success and progress. For stakeholder engagement in case studies, conducting stakeholder mapping and ensuring clear communication with Vocational Education and Training (VET) providers are crucial.

What should we prioritise Outreach?  
 Wordcloud Poll 9 responses 6 participants



slido

Figure 11: Screenshot Live poll Slido- Priorities for Outreach activities

In terms of policy feedback, writing effective policy briefs and considering the establishment of an advisory board were suggested, although the latter is not feasible since this was not foreseen during the proposal phase. However, inviting policy experts to some project meetings could be envisaged to ensure the project remains up to date with relevant policy initiatives. Furthermore, the group raised the question writing policy briefs, noting that some have more experience than others. It was suggested to establish a task force comprising 6 representatives from the following partner institutions: MoP (Markos Malandrakis), LSE (Andres Rodriguez Pose), HVL (Nora Geirsdottir Bækkelund, Maria Tsouri), BOKU (Gesa Pflitsch) and Simplon (Theo Biddulph).

For outreach, the focus should be on clarity, visibility, targeting the appropriate audience, and ensuring active involvement from target groups. Additionally, the discussion advised avoiding mismatched outreach channels and inappropriate vocabulary, staying within the project scope, and steering clear of political discourses.

Furthermore, the Coordinator introduced the planned Quality Assurance Plan (QAP) for deliverables. The connection between impact and high quality deliverables was outlined. Quality criteria, quality assurance principles and tools to be used by the project were presented and discussed, and will be further elaborated in the Project Handbook.

## Quality assurance process - principles

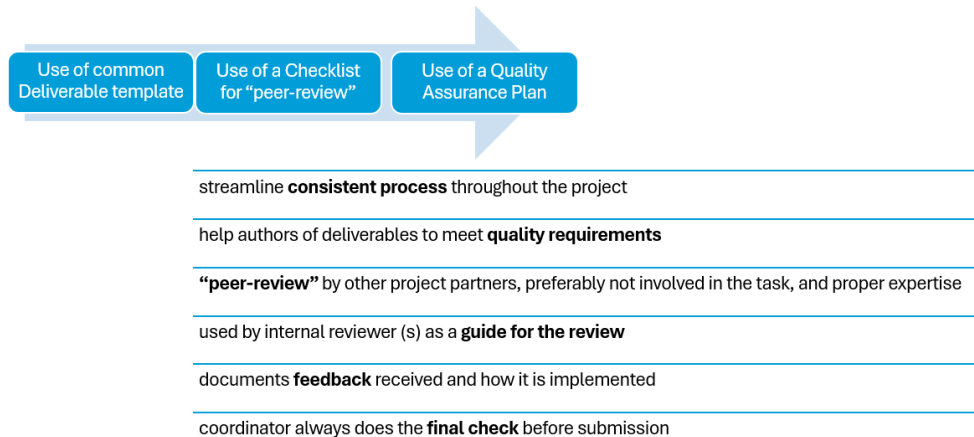


Figure 12: Screenshot from presentation – Quality assurance process

Finally, generative AI in research was addressed. The Coordinator presented the *Living guidelines on the responsible use of generative AI in research*<sup>4</sup> published by the EC was presented. Some of the main principles were discussed, for example that the use of such tools should be acknowledged, and that they should be used in a very cautious way with respect to research integrity or data protection. Simplon and FHNW will check internally if there are some courses or training on AI and on visualisation methods that could be offered to the consortium members.

## 4 Conclusion

During the Kick-off Meeting (KoM), participants emphasized the importance of stakeholder engagement, impact, and outreach, focusing on establishing a shared vision and clear understanding of key project terms such as "Twin transitions" and "re-skilling". Effective communication strategies, regular monitoring of success, and ensuring inclusive participation were highlighted. Project management discussions included ethical approval procedures, stakeholder engagement, and data management, with bi-weekly progress meetings and standardized visualizations suggested to improve workflow. The first General Assembly (GA) meeting decided on a schedule for monthly Executive Board meetings and biannual GA meetings through December 2027. Data management practices were aligned with FAIR principles, and further developments will be discussed in the next Executive Board meeting. Ethical review processes emphasized local reviews, standardized consent, and prioritizing public interest. Outreach efforts should target specific groups with clarity and visibility, avoiding mismatched channels and political discussions, and a task force was proposed to enhance policy brief writing.

<sup>4</sup> [https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/guidelines-responsible-use-generative-ai-research-developed-european-research-area-forum-2024-03-20\\_en](https://research-and-innovation.ec.europa.eu/news/all-research-and-innovation-news/guidelines-responsible-use-generative-ai-research-developed-european-research-area-forum-2024-03-20_en)

#### 4.1 Key take away messages

- Develop a clear, shared vision and understanding of key project terms and project outcomes
- Highlight effective communication strategies, regular monitoring of success, and ensure inclusive participation
- Stakeholder engagement: target specific groups with clarity and visibility and avoid mismatched channels and political discussions
- Proposal to establish a task force to enhance policy feedback
- Improve collaboration and communication tools, such as Teams and Microsoft Planner
- Maintain detailed progress tracking and standardize visualizations
- The Data Management Group will be established as soon as possible to initiate the Data Management Plan
- Further investigation of ethical approvals and ethical reviews to streamline processes and use harmonized documentation

#### 4.2 Next Steps

1. Set up and familiarize with the online collaboration platform on Teams and all functionalities (all partners)
2. Update the Who is Who file to ensure access rights are updated (all partners)
3. Send meeting invitations to Executive Board meetings and second project meeting and General Assembly#2 (Coordinator)
4. Establish Data Management Group and organise its first meeting (all partners)
5. Initiate first WP activities (relevant WP leaders)
  - WP1 Consolidation of existing knowledge and twin transitions matrix (UU)
  - WP3 Case study planning and coordination (UW)
  - WP7 DECP update, stakeholder mapping, communication channel and tools (FHNW)
  - WP8 Project set up – Project handbook (HVL)
6. Establish a task force to enhance policy brief writing (HVL)
7. Develop further visualisation of key project building blocks based on the methodology infographics (HVL)
8. Organise between BFI and HVL on main Horizon Europe rules, BFI to suggest schedule (BFI and HVL)
9. Set up a follow up meeting with the PO in March/April 2025 (HVL)
10. Send the draft agenda for the first EB meeting (HVL)
11. Follow up meeting between FHNW and HVL to align responsibilities in WP7 (FHNW and HVL)

## Annex 1: Overview of the Consortium

Short name	Full name	Homepage	Logo
HVL	Western Norway University of Applied Sciences	<a href="https://www.hvl.no/en/">https://www.hvl.no/en/</a>	 <p>Western Norway University of Applied Sciences <b>BOKU UNIVERSITY</b></p>
BOKU	BOKU University	<a href="https://boku.ac.at/en/">https://boku.ac.at/en/</a>	 <p>THE LONDON SCHOOL OF ECONOMICS AND POLITICAL SCIENCE</p>
LSE	London School of Economics	<a href="https://www.lse.ac.uk/">https://www.lse.ac.uk/</a>	 <p>UNIVERSITY OF CRETE</p>
UoC	University of Crete	<a href="https://www.uoc.gr/en/">https://www.uoc.gr/en/</a>	 <p>UNIVERSITY OF WARSAW</p>
UW	University of Warsaw	<a href="https://en.uw.edu.pl/">https://en.uw.edu.pl/</a>	 <p>Utrecht University</p>
UU	University of Utrecht	<a href="https://www.uu.nl/en">https://www.uu.nl/en</a>	 <p>University of Applied Sciences and Arts Northwestern Switzerland</p>
FHNW	University of Applied Sciences and Arts Northwestern Switzerland	<a href="https://www.fhnw.ch/en/">https://www.fhnw.ch/en/</a>	 <p>Wien</p>
BFI	Berufsförderungsinstitut Wien	<a href="https://www.bfi.wien/">https://www.bfi.wien/</a>	 <p>simplon</p>
Simplon	Simplon.co	<a href="https://www.simplon.co/">https://www.simplon.co/</a>	

## Annex 2: Kick-off Meeting Agenda

# Invitation to SkillResilience4EU. Project General Assembly and Kick-off Meeting Kick-off Meeting agenda, January 21-23 2025, Bergen

**SkillResilience4EU – grant agreement number 101177821**

**Project period:** 1 January 2025 – 31 December 2027

**Location:** Høgskulen på Vestlandet/Western Norway University of Applied Sciences, Campus Bergen, Inndalsveien 28, Bergen (Norway)

### **DAY 1, January 21<sup>st</sup> 2025, Campus Kronstad, Bergen Room M160**

09:00 Participants arrival and signature of participant list (Coffee and fruit)

#### **Session 1.1: Welcome and Opening**

Session chair: **Project Coordinator (PC)**

09:00 – 09:10 Welcome by the project PC

09:10 – 09:20 Welcome by Vice-Dean for Research/ Head of Department/ Vice-rector Research

09:20 – 09:45 Re-cap of project key elements: objectives, KERs, expected impacts, timeline (PC)

09:45 – 10:15 Project Officer (European Research Executive Agency), including 5 min. for Q&A (digital presentation)

10:15 – 10:35 Twin project ISABEL (digital presentation)

**10:35 – 10:50 Coffee break**

#### **Session 1.2: Getting to know the consortium**

Session chair: **PC**

10:50 – 11:50 Introduction of the Consortium members and their teams

- Presentation of institution
- Key personnel and key competencies
- Expectations from the project (~ 5 min. per beneficiary)

11:50 – 12:15 Ice Breaker / Social Activity – focus on intercultural communication and diversity of participants.

**12:15 – 13:15 Lunch break**

#### **Session 1.3: Forstering shared understanding and collaboration**

Session chair: **PC + PM**

13:15 – 13:45 Expectations and background for the project and shared vision for impact. Discussion, including on how to speak the “same language” to ensure inclusive project participation and engagement.

13:45 – 14:45 **Work Package I (WP 1, WP2, WP3 leaders)**

Initial WP work plans with focus on the first 6 month – Discussions in plenum

(Review of WPs, responsibilities, deadlines, synergies, interdependencies and partner contributions)

14:45 – 14:55 Coffee break

14:55 - 16:15 **Work Package II (WP4, WP5, WP6, WP7 leaders)**

Initial WP work plans – Discussions in plenum

(Review of WPs, responsibilities, and deadlines, synergies and interdependencies)

16:15 End of the 1st day

19:00 Social networking event: Dinner at **Bryggeloftet**

## **DAY 2: 22 January, 2025, Campus Kronstad, Bergen, Room M307**

### **Session 2.0: General Assembly: PC chairs General Assembly**

09:00 – 09:45 Setting of the General Assembly and Steering Committee (PL)

NB: Agenda for the General Assembly meeting will be prepared and sent separately – first decision to open GA meetings to all partners with 1 person with speaking and voting rights

### **Session 2.1.: Robust management for a successful project**

Session chair: **Project Manager**

09:45 Participants arrival and signature of participant list (Coffee and fruits)

10:00 – 10:15 Summary Day 1

10:15 – 10:45 **WP8 Management** (PC, PM, and Financial Manager, Western Norway University of Applied Sciences)

- Why is effective coordination and management so important
- Management structure
- Meeting schedule for General Assembly, Steering Committee, Work Packages:  
*Discussion: Frequency, format, length and place of meetings*
- Reporting (internal reporting and reporting to the EC) (financial reporting)
- Risk management

10:45 – 11:00 Data Management and Storage / FAIR principles.  
(Western Norway University of Applied Sciences), including 5 min. for Q&A

11:00 – 11:15 Coffee Break

11:15 – 11:30 Personal Data and Research Ethics v/AFII  
(Western Norway University of Applied Sciences), including 5 min. for Q&A

11:30 – 12:00 Overview of technical and non-technical coordination and internal communication tools and channels, PM

**12:00 - 13:00 Lunch**

**13:00 – 13:15 Group Picture**

### **Session 2.2: Achieving impact**

Session chair: HVL adviser

13:15 – 13:45 Stakeholder engagement and policy feedback.

Exploitation, Communication and Dissemination: Initial plan, communication platforms, etc.

13:45 – 14:00 IPR and exploitation – AFII

14:00 – 14:30 Key principles and tools for maximising quality and impact

- Do's and don'ts in Horizon Europe projects. success factors and requirements for a smooth project
- Quality assurance plan – Deliverables
- Examples of issues and challenges
- EC guidelines on the use of AI and genAI

Group work: Discussion on how to work together on project deliverables and ensure best possible quality and impact? How to tailor outputs to the target groups? How to use AI tools in a responsible way?

14:30 -14:45 Short break

14:45 -16:00 Presentation of relevant projects and activities from partners (to be defined)

19:00 Self paid dinner at Bien Centro

### **DAY 3: 23 January, 2025, Campus Kronstad Bergen, Room M307**

08:45 – 09:00 Participants arrival and signature of participant list

09:00 – 09:15 Summary Day 2

#### **Session 3.1.: Understanding roles and responsibilities**

Session chair: **PC with support of PM**

09:15 – 10:15 **Group work**

- How do you understand your role in the project? What do you expect from the other project participants? What is important for you to communicate smoothly in a team? What do you expect from the WP leaders? What do you expect from the Coordinator? Etc.

**10:15 – 10:30 Coffee break**

#### **Session 3.2.: Planning the next steps**

Session chair: **PC**

10:30 – 12:00 Deliverables, KPIs and KERs

- Overview KPIs and KERs
- First tasks that start month 1
- First set of deliverables
- Next steps for individual WPs
- Planning of WP and task meetings

12:00 – 12.15 Summary Day 3 including key tasks, actions, decisions and deadlines

**12:15 – 13:00 – Take away lunch and farewell**

# General Assembly meeting #1 agenda, 22 January 2025

## SkillResilience4EU – Grant agreement number 101177821

Project period: 1 January 2025 – 31 December 2027

Date and time: 22 January 2025 – 9.00-9.45

**Meeting Location:** Location: Høgskulen på Vestlandet/Western Norway University of Applied Sciences, Campus Bergen, Inndalsveien 28, Bergen (Norway)

**Meeting Room: M307**

### Detailed Agenda

09.00	<b>Welcome by Project Coordinator and Chair, Maria Tsouri</b>
	<b>Verification of the Consortium participation and quorum, Maria Tsouri</b>
	<b>Recap of the rules of the General Assembly (Article 6.2 of the consortium agreement), Maria Tsouri</b>
<b>Decision points (Votes will be recorded as part of the minutes)</b>	
	<ul style="list-style-type: none"> <li><b>Possibility for all project participants to attend General Assembly and Executive Board meetings as observers</b></li> </ul> <p>The participation to the General Assembly meetings is in principle restricted to one representative per Consortium member (including the Associated Partner) with voting rights according to Section 6.3.1. of the consortium agreement. The participation to Executive Board meetings is also restricted to its members according to Section 6.3.2.. In order to improve transparency of decision- making processes and internal communication, the Coordinator would like to make it possible for all project participants to participate as observers, without voting rights, to all General Assembly and Executive Board meetings. Should there be a need to restrict General Assembly meetings and Executive Board meetings, this will be duly communicated by the Project Coordinator in advance together with the reasons for such restrictions.</p>
	<b>Appointments</b> <ul style="list-style-type: none"> <li><b>Executive Board (EB) Members.</b></li> </ul> <p>Appointment of Work Package Leaders and substitutes: The Executive Board consist of the Coordinator and the Work Package Leaders. Every Party having the responsibility for a Work Package shall appoint one Work Package Leader and one substitute. The Executive Board shall prepare the meetings, propose decisions and prepare the agenda of the General Assembly according to Section 6.3.1.2.</p>
	<b>Content, finances and intellectual property rights</b> <ul style="list-style-type: none"> <li><b>Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority.</b></li> </ul> <p>No changes proposed at this stage.</p> <ul style="list-style-type: none"> <li><b>Changes to the Consortium Plan</b></li> </ul> <p>No changes proposed at this stage.</p>

	<ul style="list-style-type: none"> <li>• <b>Modifications or withdrawal of Background in Attachment 1 (Background Included)</b></li> </ul> <p>No changes proposed at this stage.</p> <ul style="list-style-type: none"> <li>• <b>Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2)</b></li> </ul> <p>No changes proposed at this stage.</p> <ul style="list-style-type: none"> <li>• <b>Proposals for IPR management and suggested resolutions of IPR conflict</b></li> </ul> <p>No item for vote or decision.</p>
	<p><b>Evolution of the consortium</b></p> <ul style="list-style-type: none"> <li>• <b>Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party</b></li> </ul> <p>No item for vote or decision.</p> <ul style="list-style-type: none"> <li>• <b>Withdrawal of a Party from the Project and the approval of the settlement on the conditions of the withdrawal</b></li> </ul> <p>No item for vote or decision.</p> <ul style="list-style-type: none"> <li>• <b>Proposal to the Granting Authority for a change of the Coordinator</b></li> </ul> <p>No item for vote or decision</p> <ul style="list-style-type: none"> <li>• <b>Proposal to the Granting Authority for suspension of all or part of the Project</b></li> </ul> <p>No item for vote or decision</p> <ul style="list-style-type: none"> <li>• <b>Proposal to the Granting Authority for termination of the Project and the Consortium Agreement</b></li> </ul> <p>No item for vote or decision</p>
	<p><b>Breach, defaulting party and litigation</b></p> <ul style="list-style-type: none"> <li>• <b>Identification of a breach by a Party of its obligations under this Consortium Agreement or the Grant Agreement</b></li> </ul> <p>No item for vote or decision.</p> <ul style="list-style-type: none"> <li>• <b>Declaration of a Party to be a Defaulting Party</b></li> </ul> <p>No item for vote or decision.</p> <ul style="list-style-type: none"> <li>• <b>Remedies to be performed by a Defaulting Party</b></li> </ul> <p>No item for vote or decision.</p> <ul style="list-style-type: none"> <li>• <b>Termination of a Defaulting Party’s participation in the Project and measures relating thereto</b></li> </ul> <p>No item for vote or decision</p> <ul style="list-style-type: none"> <li>• <b>Steps to be taken for litigation purposes and the coverage of litigation costs in case of joint claims of the parties of the consortium against a Party (Section 4.2, Section 7.1.4</b></li> </ul> <p>No item for vote or decision</p>
<b>Information and discussion points</b>	
	<p><b>Proposed meeting timeline for future General Assembly meetings</b></p> <ul style="list-style-type: none"> <li>• GA#2: Utrecht, UU, June 2025</li> <li>• GA#3: London, LSE, December 2025</li> <li>• GA#4: Rethymno or Platánias, UoC and MoP, June 2026</li> <li>• GA#5: Vienna, BOKU, December 2026</li> </ul>

	<ul style="list-style-type: none"> <li>• GA#6: Warsaw, UW, June 2027</li> <li>• GA#7: Montreuil/Paris, Simplon, December 2027, in conjunction with final event</li> </ul> <p><b>Proposed meeting timeline for Executive Board meetings</b></p> <ul style="list-style-type: none"> <li>• Monthly virtual meeting with a fixed timeslot.</li> </ul> <p>Possible timeslots proposed, that can be every second Thursday at 10.00 CET.</p>
	<p><b>Internal financial reporting</b></p> <ul style="list-style-type: none"> <li>• <b>Implementation of a light internal financial reporting</b></li> </ul> <p>The coordinator suggests to implement an internal reporting system to track Person-Months used per partner per WP every 6 months. More details will be presented during the meeting.</p> <p><b>Internal deliverable review process</b></p> <ul style="list-style-type: none"> <li>• <b>Implementation of a quality assurance review process</b></li> </ul> <p>As part of the project management procedures, the coordinator will implement a quality assurance review process for deliverables, involving internal reviews by one or two project participants for each deliverable from WP1 to WP7. More details will be presented during the meeting.</p>
<b>09:45</b>	<b>End of General Assembly meeting #1</b>

## **Annex 3: Project summary**

### **SkillResilience4EU - Resilience through re-skilling and upskilling for European labour markets in transition.**

The twin transition (defined as the coexistence and interplay of the green and digital transitions) has enormous impacts on European labour markets. Because the green and digital transformations can feed into, facilitate, or hinder each other, it has been difficult to predict how labour markets will absorb and respond to changes and disruptions in employment conditions, skill needs and job availability and mobility. Other ongoing global challenges and macro-economic events, like the COVID-19 pandemic, also contribute to a profound reshaping of labour markets in Europe. New sectors emerge, existing sectors need to adapt and transform. New skills need to be developed or need to be transferred from other industries. Regions and sectors need to narrow labour market and skill mismatches to minimise the costs and to maximise the benefits of job destruction and job creation processes.

Different sectors and regions are affected in varying ways and intensities, either by green or digital transitions, or the combined impact of the twin transition. This unequal distribution of job creation and destruction processes may favour or leave behind places, sectors, and socio-economic groups and may threaten social cohesion and inclusion. The institutional and policy context needs to become more flexible and responsive to cope with the ongoing transformations and narrow down the labour market mismatches. Tailored and cost-effective policies and programmes for reskilling and upskilling, in particular for the most vulnerable and left-behind socio-demographic groups and places, need to be developed together with policy makers, VET providers, unions, public authorities, and other decision makers.

Funded by Horizon Europe, the European Union's Framework Programme for Research and Innovation, SkillResilience4EU will introduce a novel conceptual framework to describe and understand the impacts of the twin transition on European labour markets and will investigate the complex mechanisms, dynamics, and challenges that regions and institutions undergo by exploring selected sectors (tourism, food, transport, agriculture, and energy). The project will develop a management tool for policy makers to support them in managing labour markets in transition with recommendations for policy scenarios. SkillResilience4EU will also map and evaluate educational and training programmes for upskilling and re-skilling and will deliver recommendations and practical resources to support individuals and employers with specific focus on career guidance and development.

To achieve this ambition, the SkillResilience4EU consortium unites higher educational institutions (Western Norway University of Applied Sciences, Utrecht University, London School of Economics, University of Warsaw, University of Natural Resources and Life Sciences in Vienna, University of Crete, North-Western Switzerland University of Applied Sciences) one vocational training institute (BFI), one private training organization (Simplon.co) and a local public authority (Municipality of Platánias). The partners cover a whole range of expertise: economic geography, innovation studies, regional development, sustainability transitions, qualitative research, institutional research, policy research, labour and behavioural economics, education, arts and design, social inclusion, VET and lifelong learning. Coordinated by Western Norway University of Applied Sciences, the project was launched on 1<sup>st</sup> January 2025 and will run for 3 years.