

Skill Resilience 4EU

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

Deliverable D8.2– Project Handbook

28.02.2025

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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
WPL	Work Package Leader

Executive Summary

The Project Handbook is a set of management principles and practical guidelines to support efficient coordination, administration and reporting for the SkillResilience4EU Project in line with contractual provisions from the Grant Agreement and internal arrangements laid down in the Consortium Agreement.

The Handbook describes the governing bodies and their roles in the management structure. It also describes the procedures and tools for daily management and monitoring of the project activities and tasks, quality assurance, progress tracking, and reporting.

The Handbook provides the consortium with a clear methodology and practices that facilitate smooth internal coordination and communication. The Handbook is supplemented by various project document templates to streamline implementation.

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1 Introduction

Clear management procedures are crucial for the successful implementation of the SkillResilience4EU project. This Project Handbook gives an overview of the project's management structure, communication protocols, documentation guidelines, processes, tools, and templates.

1.1 Purpose and structure of the document

This document sets out coordination and management procedures and standards for the implementation and monitoring of the SkillResilience4EU project.

This internal, living document serves as a reference for all consortium partners. All partners must follow the procedures and use the tools and templates provided to ensure smooth project execution and consistent presentation of deliverables. The Project Handbook aligns with the contractual obligations, requirements, and terms outlined in the Grant Agreement, specifically in Annex 1(Description of the Action), as well as the SkillResilience4EU Consortium Agreement.

As Coordinator, HVL uses tools and templates that are largely based on those HVL has developed for other Horizon Europe projects it coordinates, including SENSE., OCEAN and NOVO projects¹. HVL uses a similar methodology for management and coordination of such large collaborative projects, which has proven to be efficient and cost-effective to replicate, with necessary adaptations to the specificities of each project and consortium.

The document is organised as follows:

- **Section 2** specifies the project management structure, the project governing bodies and communication workflows within the consortium,
- **Section 3** comprises aspects of the technical coordination, the project progress and performance monitoring, its procedures and supporting documents,
- **Section 4** specifies key aspects of quality assurance and internal review process,
- **Section 5** describes the projects Dynamic risk management approach
- **Section 6** summarises the reporting to the granting authority
- Several Annexes include the document templates to be used in the project (only screenshots of the first pages, the full documents can be made available on demand).

1.2 Relationship with other deliverables

The Project Handbook will support the successful delivery of all other deliverables.

1.3 Document maintenance

This document will be maintained by HVL as coordinating institution. The SkillResilience4EU Project Handbook is intended to be a living document, this document being submitted as Deliverable D8.2 being the initial version. It is expected to update this document as necessary, to make management and coordination more efficient based on challenges and lessons learned during the execution of the project.

¹ SENSE. - grant agreement number: 101058507; D1.2 – Project Handbook; Ref. Ares(2022)7559366 - 01/11/2022. OCEAN – grant agreement number: 101076983;11.2 – Project Handbook, Ref. Ares(2022)8311049 - 01/12/2022. NOVO grant agreement number: 101130979; D5.1 – Project Management Plan; Ref. Ares(2024)3186775 - 30/04/2024

2 Project management organisation

The SkillResilience4EU Project is coordinated by the Western Norway University of Applied Sciences (HVL), with active participation from all Partners and our Associated Partner.

The project management structure and procedures as described in the following sections are tasks related to WP8, Management. It is within this WP that HVL and the Project Coordinator (PC) Maria Tsouri will coordinate and monitor the project and its implementation. Managing procedures and governing bodies are further described in the Consortium Agreement (CA), which has been signed by all parties 30.09.24. The CA has formally defined the project governance, including rights and responsibilities of consortium members, working procedures of the project bodies, as well as internal procedures. The SkillResilience4EU Project has based its CA on the DESCAs model for Horizon Europe (with relevant clauses for Associated Partners).

2.1 Management structure

The management of the project will be delivered through established procedures under the supervision and responsibility of the PC, Maria Tsouri. The project management structure is designed to reduce as much as possible unnecessary administrative and communication burdens.

Figure 1 below presents the overall structure and interaction of the different project bodies.

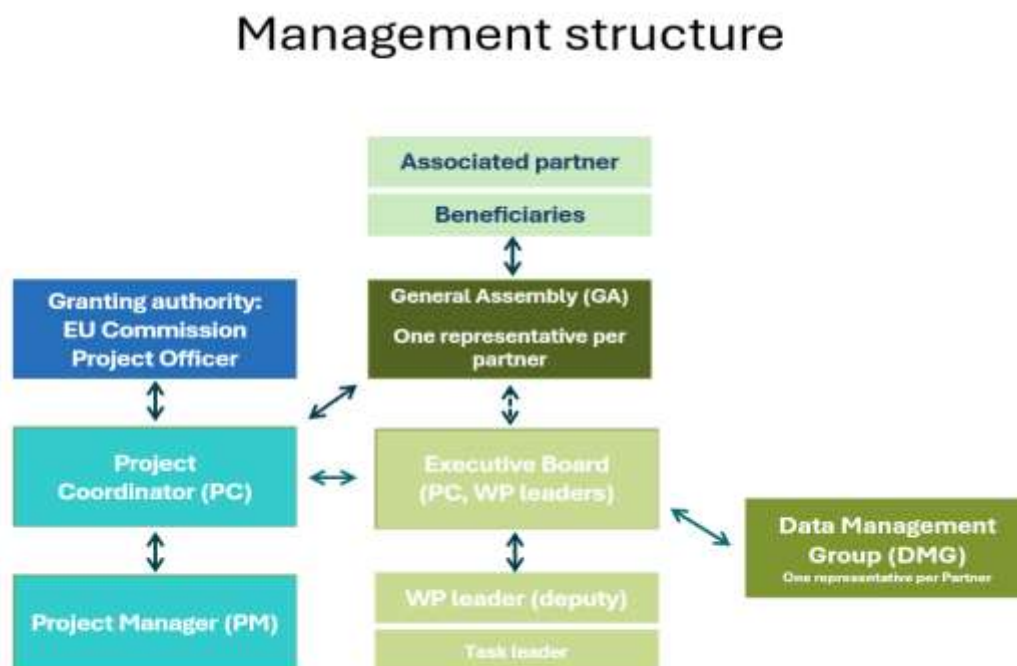


Figure 1 – SkillResilience4EU management structure

2.2 Management bodies and responsibilities

The **General Assembly (GA)** is the governing body of the SkillResilience4EU project. The collaborative governance structure relies on the General Assembly (GA) with one representative for each partner/associated partner as the main decision-making body. Its responsibilities include:

- Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority
- Evolution of the consortium, e.g. through entry of a new consortium partner and withdrawal of a consortium partner
- Identification of breach of obligations under the CA or the Grant Agreement
- Declaration of a Party to be a Defaulting Party
- Remedies to be performed by a Defaulting Party
- Appointment of Executive Board Members

The PC will organize and chair the GA meetings. Fully detailed governance decision-making procedures, including accountability, conflict resolution mechanisms and poor performance handling, are addressed within the consortium agreement.

The GA will meet physically seven times during the project as outlined below. Additional online meetings can be convened as per CA provisions.

Table 1 – General Assembly Meeting Schedule

GA meeting#	Month	Host and location	Comments
GA#1	January, 2025	HVL, Bergen	As part of the kick-off meeting
GA#2	June 2025	UU, Utrecht	
GA#3	November 2025	LSE, London	
GA#4	June 2026	UoC and MoP, Rethymno or Platanias	Exact location tbd
GA#5	December 2026	BOKU, Vienna	Alternative date January 2027, to be decided at GA#2
GA#6	June 2027	UW, Warsaw	
GA#7	December 2027	Simplon, Montreuil/Paris	Tbd if in conjunction with final event?

Each meeting is convened and chaired by the PC. Minutes of each meeting will be drafted. They will be the formal record of all decisions taken. The draft minutes will be stored in the designated GA folder in the Teams collaborative project space *GA meetings* (see section 2.3.1). GA members can provide comments on the minutes before they become final, and decisions eventually apply to the consortium.

The **Executive Board (EB)**, which is made up of the PC and Work Package Leaders (WPLs), has the responsibility to oversee the progress and implementation of the project as per the Description of Action (DoA) and to coordinate the intersections between WPs. The EB oversees the proper execution of the project on behalf of the GA, and undertakes the following tasks:

- Provide project status to the GA.
- Monitor the timely writing and quality of deliverables.
- Facilitate and ensure alignment and synergy between work packages.
- Elaborate recovery plans in case of disruptions in the project work plan.
- Make proposals regarding issues regarding knowledge management and intellectual property rights.
- Address other issues that might impact project success: risks, poor performance, etc.

The EB meets online every month with exception during the holiday season, when written communication will be used for important matters. The PC chairs the EB and is supported by the PM. To ensure continuity, each WP leader has a substitute.

Minutes of Executive Board meetings will be stored on the Teams collaborative platform in the designated EB folder. Once accepted, the minutes shall be sent by the Coordinator to the GA Members for information.

Table 2 gives an overview of WPLs and their appointed substitutes at the time of submission of the Project Handbook (28/02/2025).

Table 2 - WP leaders appointed as of February 2025

WP:	Organisation:	WP Leader:	Substitute:
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 Consortium Agreement details how these two governing bodies operate within the project.

The **Work Package Leader (WPL)** oversees all activities within the Work Package (WP), ensuring timely collaboration and task completion. Responsibilities include monitoring progress, managing resources, assessing risks, and identifying schedule deviations.

WPLs must organize and lead *monthly online WP meetings*, document meeting minutes and store them in the WP's Teams space. Minutes should include list of participants, decisions, actions with deadlines, and responsible entities. If considered necessary by the project partners, the WP meetings will be held on a bi-weekly basis after month 6. WPLs coordinate task organization and resource distribution with Task Leaders (TLs).

The WP meeting agenda can be streamlined as follows:

- Follow-up of deliverables
- Planning and updates on active WP tasks
- Feedback from partners on the status of deliverables and WP tasks
- Planning of activities related to WP tasks
- Discussion of budgetary issues

WPLs report WP progress, quality, and risks to the Executive Board (EB) and contribute to periodic reports and project review meetings. A substitute WPL is appointed as a contingency measure. For example, when a WPL cannot attend an EB meeting, his or her substitute should be able to step in to ensure representation and continuity in decision-making.

The **Task Leaders (TLs)** are responsible for the successful conduct and completion of their assigned task. Work on the task level is organised in the same way as the WP level. The TL will liaise with the partners who contribute to the specific task activities and related deliverables. The TL informs the Task contributors about what contribution is expected from them in a particular

task and inform them about all relevant deadlines and to call in meetings. TLs shall appoint a substitute as well.

The **Project Coordinator (PC)** is responsible for the day-to-day management of the project. The key responsibilities of the PC include:

- On behalf of the GA, ensure that all parties comply with their obligations under the Grant Agreement and Consortium Agreement (CA).
- On behalf of the GA, to oversee the project's progress.
- To assess risks that may affect the achievement of project goals and ensure these issues are addressed by the GA.
- To coordinate with the GA to identify deviations from the plan and propose necessary solutions.
- To ensure that all practices adhere to the ethical conditions set forth in the Grant Agreement.
- To manage conflict resolution processes.
- To monitor overall cooperation with and among project members and associated partners.
- To communicate openly and transparently with consortium members on matters related to project coordination and reporting.

The **Project Manager (PM)** works closely with the PC, in particular:

- To assist the PC in monitoring the overall project progress and compliance with obligations arising from the Grant Agreement and Consortium Agreement.
- To act as Risk and Quality Manager.

The PM also has the role of being a **Risk and Quality Manager (RQM)** in the project. Within this role, the PM will:

- maintain, update and oversee the Risk Management register for the project and follow up on mitigation measures.
- oversee and follow up the internal review process and quality assurance for all project deliverables before the final check by the Project Coordinator.

The **Financial Officer** is a part of the project management team and works closely with the Project Coordinator and the Project Manager. The function of the Financial Officer includes to:

- Monitor the use of resources compared with the estimated budget based on internal financial reporting.
- Collect all necessary administrative and financial data required for EC reporting
- Create the financial report for HVL and review reports submitted to the Coordinator before the PC can submit the Periodic Report.

HVL has appointed two financial officers to support the coordination for business continuity purposes.

Additional administrative support functions available (legal, IP, data management, etc.) within the Department of Research, Innovation and Internationalisation and other administrative units at HVL will be provided as necessary.

Each partner will appoint a Project Data Manager (PDM), constituting a **Data Management Group (DMG)** to define internal data quality processes, data preparation guidelines and research data flows between the partners. The PC will chair the DMG.

2.3 Collaboration and communication between partners

Collaborative tool and document repository

Microsoft Teams will serve as the primary collaborative tool and document repository for SkillResilience4EU. Each Partner will have access to a shared Team, featuring separate channels dedicated to each Work Package. Templates will be made available for a wide range of documents (deliverables, meeting agenda and minutes, etc.) to ensure a harmonised collaboration and to facilitate the work of all, including collaborative work on shared documents. All management data and documents will be archived in Microsoft Teams.

Communication by email

An internal Contact list (Who-is-Who file) will be maintained and updated by each partner for their institution and colleagues involved. The contact list will be placed in the SkillResilience4EU Teams and will be available to the whole Consortium.

The “Who-is-Who” contact list [Skillresilience4EU Who is Who.xlsx](#) will be maintained and updated by each partner for their institutions and colleagues involved. The contact list will be placed in Microsoft Teams and will be available to the whole Consortium. The list will include information on which role each person has in the project.

The contact list also lists the names and responsibilities of the SkillResilience4EU project administrative support staff at HVL. Partners are requested to direct emails to the relevant person, and should always include SkillResilience4EU@hvl.no in cc.

Table 3 - Project Management Support Team addressees

Message subject	Address	Copy
Project Management, including GA and EB matters	Maria.tsouri@hvl.no	SkillResilience4EU@hvl.no
Risk and Quality matters	Marthe.vaagen.tjemsland@hvl.no	SkillResilience4EU@hvl.no
Administrative matters	Marthe.vaagen.tjemsland@hvl.no	SkillResilience4EU@hvl.no
Project IT issues, Teams issues	Marthe.vaagen.tjemsland@hvl.no	SkillResilience4EU@hvl.no
Financial and budgetary matters	Yana.balakina@hvl.no John-Andre.Valdersnes@hvl.no	SkillResilience4EU@hvl.no

Further rules for communication and collaboration include:

- All partners are asked to refrain from the “reply to all” function for emails whenever possible and to only use it when necessary to reduce the number of unnecessary emails
- Each WPL is asked to carefully select the recipients based on the assigned roles in the “Who-is-Who” file.
- Each email should clearly indicate in its title the project name SkillResilience4EU and the respective WP if applicable. Apart from the message body itself, it is strongly recommended to specify whether: (i) a reply is expected, (ii) if the email requires action, (iii) if it is for information only. Messages should always include a clear deadline for reply or action.

- Instructions from the PC or PM on management and administrative matters should be read as soon as possible in order to address any challenge or difficulty as early as possible.

Internal mediation process

Before a conflict escalates to the point where the rules of the Consortium Agreement (CA) must be enforced (e.g., in the case of a defaulting party), SkillResilience4EU project will implement an internal mediation process for conflict resolution. In general, the Project Coordinator acts as the mediator. If the PC or HVL is involved in the dispute, another member of the General Assembly (GA) will be nominated as a mediator as agreed by the involved parties. All parties involved will have the opportunity to present their perspectives and respond to the opposing viewpoints. If no solution is found within one month after the notification of the dispute, the PC will call an extraordinary GA to tackle conflict resolution on the next level.

3 Technical coordination

In the SkillResilience4EU project, technical coordination is crucial for aligning efforts and achieving objectives efficiently. It aims to:

- Create a unified technical foundation and shared understanding of project goals.
- Ensure timely project execution, meeting deadlines, and managing delays.
- Facilitate smooth communication and cooperation within the project by managing task interdependencies.
- Continuously monitor project progress and objectives.

3.1 Project monitoring overview/timeline

The PC will follow up the attainment and status of the project deliverables such as milestones, Key Exploitable Results and Key Performance Indicators as defined in the DoA. The PC uses input from the EB meetings and will report formally to the GA every six months. Means of verification being based on the timely submission of the deliverables, the progress towards the milestones is therefore dependent on the internal quality review process. Should any issue be identified in terms of due date or partial achievement for a specific milestone be identified, the analysis of the impact of such delays or partial achievements should be carried out for all relevant milestones and necessary corrective actions be defined and agreed by the GA.

Progress tracking of milestones and deliverables	<ul style="list-style-type: none"> • Progress on milestones and deliverables will be reviewed at least monthly by the PC and the PM during the EB meetings. The PC will present updated status at the GA. • The follow up of the deliverable preparation will be done through an internal review process (see Section 5) as input, and any risk of delay will be assessed in connection to the interdependent tasks and deliverables.
Progress tracking of KERs and KPIs	<ul style="list-style-type: none"> • Progress on KERs will be reviewed in connection to the regular updates of the Plan for Outreach and dissemination (DECP) (WP7) • Progress on KPIs will be reviewed by each WPL for the KPI that fall under the responsibility of their WP during the EB meetings • KPIs that are related to the project will be reviewed by the PC and updated status will be presented at the GA.
Resource tracking	<ul style="list-style-type: none"> • Effort used by each Partner/Associated Partner in each WP will be reported internally every 6 months. • This will help determine if there are sufficient resources, in terms of person-months, available for the remainder of the project.

- The PC will provide overview to the GA members and any deviations will be discussed and possible corrective actions defined.

3.2 Project Delivery Plan

Responsibility for technical coordination within the project is also entrusted to the WPLs for its operationalisation within each WP. For this purpose, a common project delivery plan [SkillResilience4EU Project Delivery Plan.xlsx](#) has been developed as a tool to facilitate the organization of the work while ensuring compliance with the Description of Action (DoA). The document provides detailed information on the work plan at the task level, the methodologies to be used, responsibilities within each task, the task schedule, etc. The WP task plan can be initiated at the start of each WP and subsequently used and updated throughout the project, incorporating feedback from other WPs as the project progresses.

3.3 Interdependencies and bottlenecks across Work Packages

Work Packages (WPs) must be developed with full awareness of the activities in other WPs to ensure cross-referencing, consistency, and to prevent divergence and bottlenecks that could lead to difficulties in implementing tasks or delays. Good internal communication is essential for this purpose. All partners have been allocated effort across all WPs, granting them access to content from every WP throughout the process, rather than only once deliverables are completed. The efficient organization and daily use of the Teams collaborative workspace will further support this collaborative effort.

A seamless process is vital for coordinating the transfer of knowledge across WPs, leveraging synergies, anticipating interdependencies, and mitigating bottlenecks. The EB plays a crucial role in addressing these issues, and this topic will be a key agenda item at each EB meeting. Additionally, the project delivery plan and its updates will support this coordination.

3.4 WP reporting

WPLs will report for each EB meeting the status for their WP. A written report might be required by the PC in case of issues to be discussed during the EB or with the GA. The WPs monthly reporting at the EB group meeting will include an easy visualisation for progress monitoring using a traffic light system:

Green: The WP is on track

Yellow: The WP is slightly delayed and/or there are implementation difficulties

Red: The WP is severely delayed and/or the work is not progressing in a satisfactory way

3.5 Project meetings

To monitor the progress of the SkillResilience4EU project and to ensure good communication between the partners in the project, the following meetings will be held:

- The GA will meet in- person twice a year, ideally every six months as the schedule presented in per Table 1, with a standard agenda (see Annex 1). All project participants can attend as observers, only one person per partner will have voting rights.
- The EB (see section 2.2) has monthly online meetings once a month with a standard agenda (see Annex 1). All project participants can attend as observers, but only the PC and WPLs will have voting rights.
- SkillResilience4EU project meetings will be held twice a year in connection with the GA meetings to use the opportunity of in-person meetings for in-depth collaborative work and organization of supporting activities such as workshops

- SkillResilience4EU WP-meetings will be held frequently and on the initiative of the WPLs. A monthly meeting basis at least is expected for active WPs. If necessary, the WPL will increase the frequency. The WP meetings should cover at least the following points:
 - Follow-up of deliverables
 - Planning and updates on active WP tasks
 - Feedback from partners on the status of deliverables and WP tasks
 - Discussion of budgetary issues
- An internal HVL SkillResilience4EU Management (WP8) meeting will be held once a week, between the PC and PM. Other staff at HVL or partners will participate as needed.

3.6 Resource tracking

The coordinator will implement an internal resource tracking on a six-monthly basis to collect information from the partners on the actual effort spent in each Work Package. By comparing planned effort with actual figures reported by the partners, the Coordinator will be able to identify deviations and risks in terms of resource allocation and effectiveness and propose corrective actions.

The information will be requested at least three weeks before each six-month period, with a deadline of two weeks and the analysis of the data provided by the partners will be presented and potential issues reviewed by the PC and shared with the GA members. If a follow up is needed, a decision on necessary corrective action can be taken in writing without a meeting or an extraordinary GA can be convened shortly after if necessary.

4 Quality assurance

This section details the quality assurance process implemented in the SkillResilience4EU project to ensure the highest possible quality of all deliverables.

The reference document for the quality assurance process is the checklist for Deliverables (Annex 4), which outlines the main quality assurance principles to be followed in the project throughout the deliverable development process, from the inception to the final submission to HVL. In addition, a peer review system has been set up in which members of the Consortium, are assigned to review deliverables that falls within the relevant partners area of expertise. This system is outlined in the project's Quality Assurance Plan (QAP) (see Annex 5), set up using retro planning. The list contains the responsible reviewer for each deliverable as well as the deadlines for the different stages of the review process.

4.1 Quality assurance principles

The SkillResilience4EU deliverables will be reviewed against the principles set out in the Checklist for Deliverables. The checklist for deliverables should be used by all consortium members who contributes, when drafting or reviewing deliverables to remind authors and reviewers of the overarching quality requirements:

- adhere to the Description of Action (Annex 1 of the Grant Agreement)
- provide concrete evidence toward the achievement of the project objectives
- illustrate the positive effect of the collaboration between the partners
- demonstrate the validity and quality of the results
- clearly structured and presented, and as easy to understand as possible
- demonstrate “good value for money”.

The document should be completed by the appointed internal reviewer(s) and communicated to the authors. The final version should be stored in the proper document repository, and the main

internal review steps/changes should be mentioned in the Revision history table for each deliverable.

Additionally, there is a “final check” routine to be performed by the Project Coordinator or the Risk and Quality Manager before formal submission, including a plagiarism check using Ouriginal.

4.2 Quality assurance workflow

The review process for deliverables is displayed in detail in the Quality Assurance Plan for Deliverables (Annex 4). It contains all measurable progress information and deadlines, allocation of responsibilities (including internal review) and deadlines for the different stages of the review process. The quality assurance workflow is divided into 5 steps as outlined below:

Table 4 – Overview of quality assurance workflow

Step number	Step description	Responsible partner	Deadline
Step #1	Define table of content, initial allocation of writing responsibilities and timeline	Deliverable lead, together with tasks' contributors	4-6 months before the submission deadline
Step #2.	Submission of draft deliverable for internal review	Deliverable lead	3-4 weeks before submission deadline
Step #3	Submission of Review Feedback	Reviewer #1 (and Reviewer #2 for some deliverables)	2-3 weeks before submission
Step #4	Finalisation of draft deliverable based on Review Feedback	Deliverable lead, together with tasks' contributors	1-2 weeks before submission deadline
Step #5	Final check by the coordinator and submission	Project Coordinator and RQM	1 week before submission deadline

[SkillResilience4EU Quality Assurance Plan for Deliverables v0.1.xlsx](#)

Special attention will be paid to the submission of a preliminary **Table of content** for each Deliverables, including the structure, content and responsibilities for each future deliverable. These drafts are to be submitted to the **EB 4-6 month** before the final delivery deadline to the REA. To define these drafts early enough will support contributing partners to allocate their resources for the drafting and will facilitate identification of interdependencies and bottlenecks across deliverables.

4.3 Internal review process

All deliverables will be subject to an internal peer-review prior to submission. The WPLs and the PC assign internal reviewers from within the consortium for each deliverable. Each deliverable is assigned between 1 and 2 reviewers, depending on the type and importance of the deliverable for the entire project. The reviewers are responsible to review the deliverable in accordance with the review criteria (Annex 4). Reviewer(s) should not be directly involved in the creation of the deliverable, though it might be beneficial if their own work in the project depends on the deliverable they are reviewing.

4.4 Document and file naming conventions

All members of the consortium will follow a document naming convention to avoid uncertainty around which document is the latest version. Every time significant updates are made to a document; a new version should be created. The version number and date should be added e.g., v0.1, v0.2, v0.3 etc. until v1.0 which is the version to be submitted. This helps to keep track of the revision made and should also be outlined in the revision table within the deliverables.

Deliverables in the SkillResilience4EU project will use a file name convention as follows:

Deliverable number Project Name Deliverable title version number (vx.x)

Example:

D8.2 SkillResilience4EU Project Handbook Plan v0.1

All deliverables contain a version control table outlining changes made to the document, the version numbering enabling to keep track of the progress and to identify the latest version and the person in charge (see Annex: Deliverable Template). This is also very important to keep track and document to address any dispute in who has contributed to the drafting, persons or organisations.

Meeting Minutes in the SkillResilience4EU Project will use a file name convention as follows:

YYYYMMDD_SkillResilience4EU_Meeting Name_#_minutes

Example:

20250122_SkillResilience4EU_GA #1_minutes

Other files should be named according to general file naming conventions, such as

- Files must be named consistently
- File names must be descriptive, but short (< 25 characters)
- Do not use spaces
- Avoid characters like \ / ? : * " ' > < | : # % " { } | ^ [] ` ~ æ Æ ø Ø å Å ä Ä ö Ö

To ensure a consistent and streamlined documentation across the project, templates have been prepared for common use. Feedback from Partners on templates is important so that we can improve and update them.

4 Dynamic risk management

This section describes the risk management strategy and processes of the SkillResilience4EU project. Dynamic risk management falls under the responsibility of HVL as WP leader of WP8 Management. However, risk management will be a continuous collective effort by the entire consortium and every member is expected to actively work on risk identification and mitigation. Given the project's large consortium, strict timeline, and ambitious goals, it is crucial to identify potential risks early and manage them effectively. Implementing a structured and timely risk management procedure is essential for successfully achieving the project objectives and is a fundamental component of overall project management. The following outlines our dynamic risk management approach.

5.1 Update of the initial risk and mitigation plan

The initial risks and their mitigation measures (cf. Table: List of critical risks in DoA Part A) and the monthly EB meetings will be the main tools for monitoring risks. However, identification of new risks and follow up of mitigation measures and corrective actions will be a continuous effort of the consortium. As part of WP8, the SkillResilience4EU project will define an updated risk

register, to keep track of existing risks, and register new unforeseen risks as they are being identified and possibly materialize. The Updated Risk Registry [Updated Risk Registry.xlsx](#) also includes a visual representation of the overall rating or Impact (Likelihood and Severity) of each identified risk. This highlights the most critical risks and allows for better prioritization. The RQM will maintain and update the risk register in a dynamic way.

Each WP will update on risk status and mitigation measures during EB meetings. WPLs will report on anticipated, new, and unforeseen risks. They will propose mitigation measures, which will be reviewed by the PC and RQM. WPLs will also report on the implementation of these measures for materialized risks. The PC is responsible for reporting project-wide risks to the EB meetings.

5.2 Following up risks and mitigation measures

The Updated Risk Register consists of risks that are at two different levels:

- 1) Project-wide risks
- 2) WP-specific risks

Risks of the first level include matters where the risk is deemed critical for the project, where it affects more than one WPs, or where it might impact the task Description or budget. In such cases, the responsible WPL should immediately inform the RQM and the Project Coordinator, and the matter will initially be discussed in the EB meeting under the responsibility of the PC. An extraordinary EB meeting could be convened if urgent action is required. Failing to reach an effective solution, the EB is to recommend that an extraordinary GA is to be held on the sole topic of managing the risk in question.

The second risk levels are risks which are confined to be within one WP. Project members must promptly inform the WPL of such risks during WP meetings. The WPL will first attempt to mitigate the risk within the WP. If unsuccessful, the WPL will inform the RQM, who will then organize a meeting to resolve the issue.

The EB will decide on steps to take, including escalation to the GA.

5 Reporting to the granting authority

The Coordinator is the single contact point to the European Research Executive Agency (REA) and will channel all communications from and to the consortium in a transparent way. Potential issues will be notified as early as possible. As coordinator, HVL is responsible for ensuring all deliverables and reports are submitted to HVL on time and in compliance with requirements stemming both from the DoA and from the quality assurance principles laid down in Section 5. Partners are responsible for providing all the necessary information in time and meeting all requirements set in terms of completeness; format; etc.

6.1 Regular communication with the granting authority

The PC will regularly inform the PO about key events or activities. In case of any legal, financial, or implementation issues that could negatively impact the project or any individual beneficiary, the PC will directly communicate with the PO. Minutes will be taken for all meetings with the PO and will be shared with the consortium.

Delays for the submission of deliverables, reports, or other documents, will be notified as early as possible. This notification will include a proposed new deadline, a justification from the concerned partner(s), and an analysis of the impact of the delay along with mitigation strategies, if applicable.

Deviations and corrective actions, particularly those requiring an amendment to the Grant Agreement, will be discussed within the project as part of CA provisions and then communicated to the PO for consultation and feedback on any requirements from the grant authority before they can be implemented.

Should any partner have questions toward the EC, REA and the PO, for example on legal or financial rules, it should first send its question to the PC. The PC with the HVL administrative support team will try to find a preliminary reply, also pointing to relevant information or links to the Annotated Grant Agreement as well as any other reference documents from the EC. If the partner does not find any clear answer to its concerns, the PC will raise the question on behalf of the partner to the PO.

6.2 Continuous reporting

The continuous reporting is the process to report on the progress of the action throughout the project at any time (e.g. deliverables, milestones, outputs/outcomes, critical risks, indicators, etc; if any), in the EC's SyGMA online interface, via the Continuous Reporting module.

The PC is responsible for submitting the deliverables via the Portal in compliance with the deadlines set out in the DoA and for providing the necessary information in the different tabs in SyGMA.

However, all partners are responsible for contribute collectively and timely to the preparation of the project deliverables according to the DoA and to provide data when requested by the Coordinator for the different tabs of the continuous reporting module.

6.3 Periodic reporting

The project is defined in two reporting periods (RPs):'

- RP1: from month 1 (01/01/25) to month 16 (30/04/2026)
- RP2: from month 17 (01/05/26) to month 36 (31/12/27)

The internal deadlines for the two RP's reports are:

- RP1: 25/05/2026
- RP2: 28/01/2028

The deadlines to the European Commission are:

- RP1: 29/06/ 2026
- RP2: 29/02/2028

The periodic reports will be prepared by the PC in accordance with corresponding EC rules, requirements, and templates. All partners are expected to provide the necessary information regarding their contribution to the periodic reports, particularly WPLs.

The official EC template for the periodic report is available at the following link: https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/template/report/periodic-report_horizon-auratom_en.pdf

An information session will be organised in February 2026 in conjunction with the EB meeting, to explain the reporting process in practice and provide guidance on how the data that must be provided in the reports, the internal templates to be used and the timeline for partner contributions.

The periodic report is composed of two parts: a technical report and a financial report. The technical report is subdivided in two sections, one to be completed online in SyGMA, in the different tabs in the periodic reporting module, and a narrative report that should be prepared by the PC with the input from all partners. The Coordinator will provide templates to collect all the necessary data and information for both the online and the narrative sections and will be responsible for compiling and submitting the report.

Furthermore, linked to the project reporting period, the PO will organise project reviews. Two review meetings are tentatively planned:

- RP1: July 2026
- RP2: December 2027

Following the instructions received from the PO, the Coordinator will initiate the preparation for the review meetings. At least all WP leaders are expected to be involved in this process and participate and present at the review meeting. A rehearsal will be organised online or in person ahead of the review meeting. The Coordinator will provide templates for the review meeting presentations.

6.4 Financial reporting

According to the GA (Grant Agreement), each partner must keep their accounting up to date and properly document all project costs.

For the financial report, each partner is responsible for completing and submitted the financial statement to the Coordinator online, via the EC portal online.

The PC needs to check and review the quality and completeness of the information; therefore, all partners will be requested to submit financial reports offline through a bespoke internal template one month before the formal deadline to submit the report to HVL. This timeframe will enable the Coordinator to analyse and address any issue with the concerned partner(s) with sufficient time to finalise and submit the report on time.

The deadlines for reporting the offline financial statements to the Coordinator will therefore be:

- RP1: 25/05/2026
- RP2: 28/01/2028

Each partner should ensure that its FSIGN will be available and able to prepare and sign the report according to this timeframe or appoint in due time another FSIGN to avoid any delays.

To find information on how to account for and document the project costs, reference is made to the Project GA. Also, for additional information, the AGA ([Annotated Grant Agreement](#)) should be used. If there are specific rules for the programme in the GA, these overrule the rules of the AGA. Partners are invited to contact HVL if any more assistance with the accounting and documenting of the project costs is needed.

All project participants should be familiar with the budget and budget categories. At any time in the project period, if there are deviations or changes within the budgeted costs, in any category, a mitigating plan going forward should be prepared and the Project Coordinator should be contacted.

Personnel costs is the largest cost category in this project. It is crucial that every project participant update and sign their timesheets every month. All partners are responsible for

familiarising themselves and for complying with the documentation requirements for the different cost categories, such as “internal invoicing and unit costs”.

Important Horizon Europe documents, templates, guidance, including the current AGA, can be found at: [Funding & tenders \(europa.eu\)](#).

Annex 1.1: Executive Board Meeting agenda template

Location on Microsoft Teams for the full document: [SkillResilience4EU_EB_Template.docx](#)

The full document can be made available on request.

Skill Resilience 4EU



Meeting agenda Executive Board

Date:

Time :

Place/Meeting link:

Participants:

1. Welcome and approval of agenda
2. Information fra/to REA,PO
 - a. Reporting
3. Update on WP activities
 - Status and next crucial tasks
 - Interdependencies between tasks and other WPS
 - Dissemination activities and other opportunities
 - Risks (Planned/unforeseen)
 - Document management
 - Dissemination, exploitation and communication
4. Data management and ethics
5. Other
 - Next meeting|
6. Conclusion on project status
 - Summary deviations and corrective actions to be implemented or monitored
 - Summary decision points (votes will be recorded as part of the minutes)

Annex 1.2: General Assembly meeting agenda template

Location on Microsoft Teams: [SkillResilience_GA_Template.docx](#)

The full document can be made available on request.

Skill Resilience 4EU



General Assembly meeting Agenda

SkillResilience4EU – Grant agreement number 101177821

Project period: 1 January 2025 – 31 December 2027

Date and time:

Meeting Location: Location:

Meeting Room:

Detailed Agenda

	Welcome by Project Coordinator and Chair, Maria Tsouri
	Verification of the Consortium participation and quorum, Maria Tsouri
	Decision points (Votes will be recorded as part of the minutes)
	<ul style="list-style-type: none"> • Possibility for all project participants to attend General Assembly and Executive Board meetings as <u>observers</u> <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 <u>Coordinator</u> 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>
	Appointments <ul style="list-style-type: none"> • Executive Board (EB) Members.
	Content, <u>finances</u> and intellectual property rights <ul style="list-style-type: none"> • Proposals for changes to Annexes 1 and 2 of the Grant Agreement to be agreed by the Granting Authority. <p><u>No changes</u> proposed at this stage.</p> <ul style="list-style-type: none"> • Changes to the Consortium Plan <p><u>No changes</u> proposed at this stage.</p> <ul style="list-style-type: none"> • Modifications or withdrawal of Background in Attachment 1 (Background Included) <p><u>No changes</u> proposed at this stage.</p> <ul style="list-style-type: none"> • Additions to Attachment 3 (List of Third Parties for simplified transfer according to Section 8.3.2) <p>No changes proposed at this stage.</p> <ul style="list-style-type: none"> • Proposals for IPR management and suggested resolutions of IPR conflict <p>No item for vote or decision.</p>
	Evolution of the consortium <ul style="list-style-type: none"> • Entry of a new Party to the Project and approval of the settlement on the conditions of the accession of such a new Party <p>No item for vote or decision.</p>

Annex 2: General Deliverable Template

Location in Microsoft Teams: [General Deliverable template_SkillResilience4EU.docx](#)

The full document can be made available on request.

Skill Resilience 4EU

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

Dx.x – Deliverable title



**Funded by
the European Union**

The participation of the University of Applied Science and Arts Northwestern Switzerland (FHNW) is funded by the Swiss Secretariat for Education, Research and Innovation (SERI)

Project information

Project acronym:	SkillResilience4EU
Full title:	Resilience through re-skilling and upskilling for European labour markets in transition
Grant agreement:	101177821
Programme and call:	HORIZON-CL2-2024-TRANSFORMATIONS-01-03 - Minimise costs and maximise benefits of job creation and job destruction
Project coordinator:	HVL
Contact:	SkillResilience4EU@hvl.no
Project duration:	36 months
Project website:	

Deliverable information

Deliverable number	Dx.x
Deliverable title:	
Dissemination level:	
Deliverable type:	
License:	CC BY-NC-ND 4.0
Status:	Submitted xxx
Due date:	DD/MM/YYYY
Submission date:	DD/MM/YYYY
Work Package:	
Lead Beneficiary:	

Annex 3: Checklist for deliverables

Location on Microsoft Teams: [Annex 3_Checklist for Deliverables_Skillresilience4EU.docx](#)

The full document can be made available on request.

SkillResilience4EU



Checklist for Deliverables

Document Purpose and Use

This document aims at outlining the quality criteria required for SkillREsilience4EU Deliverables. These are to be applied by the deliverable author(s) and reviewer(s). The workflow, timeline, roles and responsibilities of deliverable review(s) are further detailed in the Project Handbook.

The overarching quality requirements are that any deliverable:

- should adhere to the relevant Work Package, Task and Deliverable descriptions from the Description of Action (Annex 1 of the Grant Agreement);
- should provide concrete evidence toward the achievement of the project objectives;
- should demonstrate the validity and quality of the results;
- should be clearly structured and presented, and as easy to understand as possible;
- should demonstrate “good value for money” for the funding body;
- should illustrate the positive effect of the collaboration between the partners;

The checklist for deliverables should be used by all consortium members when drafting or reviewing deliverables. The checklist:

- should be read by authors of deliverables to be reminded of the project quality requirements;
- should be completed by the appointed internal reviewer(s) and used to communicate with the authors, in compliance with the project quality assurance process. Reviewers are not obliged to fill in answers and responses to all points in the checklist, but must provide a comment when a follow up is needed.

Upon the successful completion of the deliverable review process,

- The final version of the checklist should be stored in the proper document repository, together with the final, submitted, deliverable;

Document information

Project acronym:	SkillResilience4EU
Full title:	Resilience through re-skilling and upskilling for European labour markets in transition.
Grant agreement:	101177821
Project coordinator:	HVL
Project duration:	36 months
Date:	Xx/xx/xxxx
Work Package:	
Dissemination level:	Internal only (SENSITIVE)
Author:	
Version:	1.0
Contact:	Risk and Quality Manager for SkillResilience4EU
Link with other documents:	Project Handbook

Checklist for Deliverables

Overall quality criteria	Status	Description of changes to be implemented for first iteration, evaluation of their implementation if applicable
Adherence to the description of <ul style="list-style-type: none"> • Deliverable • Task • Work Package in the <u>DoA</u>	Accepted Minor changes needed Major changes needed	
Clear evidence toward the achievement of the project's objectives provided		
Inputs, outputs, and interdependencies with other deliverables clearly addressed		
Unnecessary duplication of content from the <u>DoA</u> and other documents are avoided; cross-referencing used where appropriate		
Deliverable is <ul style="list-style-type: none"> • logically structured, • easily readable, • covers all necessary aspects. (Understandable Executive Summary for non-experts included, if the main content is expert-oriented)		
Correct grammar and orthography used (Specify if proofreading is needed)		
Images, figures, tables, and illustrations incorporated sufficiently		
Sound evidence of the work done provided		

Annex 4: Quality Assurance Plan Deliverables

Location on Microsoft Teams: [Annex 4_SkillREsilience4EU Quality Assurance Plan for Deliverables v0.1.xlsx](#)

The full document can be made available on request.

SkillResilience4EU Project Grant Agreement No: _____

Last Edit: _____

WP No	EC - Del Index	Title	Lead	Nature	Diss	ESC Del. Date	Due date for	Due date for	Reviewer 1	Due date for second review	Reviewer 2 (if applicable)	Due date for sending Final draft for	Submission dates	Status / Comment
WP1	D1.1	Knowledge base on the impact	UU	Report	PU		N/A	N/A	N/A	N/A	N/A	24.03.2025	31.03.2025	Ongoing
WP1	D1.2	Twin transition matrix	UU	Report	PU								30.06.2025	
WP1	D1.3	Job-skill matrix	UU	Report	PU								31.07.2025	
WP1	D1.4	Twin transition conceptual	UU	Report	PU								31.08.2025	
WP2	D2.1	Indicators for transition pathways	LSE	Report	PU								31.12.2025	
WP2	D2.2	Identification of left-behind	LSE	Report	PU								30.04.2026	
WP2	D2.3	Scenarios, measures and	UoC	Report	PU								31.10.2026	
WP2	D2.4	Recommendations for monitoring	LSE	Report	PU								31.12.2026	
WP3	D3.1	Case study planning	UW	Report	SEN								31.08.2025	
WP3	D3.2	Mechanisms and conditions	UW	Report	PU								31.08.2026	
WP3	D3.3	Dynamics and factors of social	FHNW	Report	PU								30.09.2026	
WP3	D3.4	Challenges faced by European	UW	Report	PU								31.12.2026	
WP4	D4.1	Transition topology and narrative	BOKU	Report	PU								31.03.2026	
WP4	D4.2	Patterns of institutional dynamics	BOKU	Report	PU								30.06.2026	
WP4	D4.3	Governance challenges and	BOKU	Report	PU								30.09.2026	
WP4	D4.4	Recommendations for	BOKU	Report	PU								31.12.2026	
WP5	D5.1	Mapping of labour market and	UoC	Report	PU								31.03.2026	
WP5	D5.2	Evaluation of policies for	UoC	Report	PU								31.12.2026	
WP5	D5.3	European labour market resilience	UoC	Report	PU								31.03.2027	
WP5	D5.4	Labour market resilience	UoC	Other	PU								31.10.2027	
WP6	D6.1	Mapping and evaluation of	BFI	Report	PU								31.12.2016	
WP6	D6.2	Best practices and	Simplon	Report	PU								31.06.2027	
WP6	D6.3	Twin transition skill self-	BFI	Other	PU								31.10.2027	
WP7	D7.1	DECP	FHNW	DEC	PU								30.06.2025	
WP7	D7.2	Interim report on DEC activities	FHNW	DEC	PU								30.06.2026	
WP7	D7.3	Final report on DEC activities	FHNW	DEC	PU								31.12.2027	
WP7	D7.4	Exploitation Roadmap	HVL	Report	PU								31.12.2027	
WP7	D7.5	Interim policy brief	HVL	Report	PU								31.12.2026	
WP7	D7.6	Final policy brief	HVL	Report	PU								31.12.2027	
WP8	D8.1	Kick-off Report	HVL	Report	SEN								31.01.2025	Submitted
WP8	D8.2	Project Handbook	HVL	Report	SEN							21.02.2025	28.02.2025	Ongoing
WP8	D8.3	Initial DMP	HVL	DMP	SEN								30.06.2025	
WP8	D8.4	Final DMP	HVL	DMP	SEN								31.12.2027	

Annex 5: Work Instructions – Review process for Deliverables

Location on Microsoft teams: [Annex 5 Work Instructions Review process for Deliverables Skillresilience4 EU.docx](#)

The full document can be made available on request.

Skill Resilience 4EU



Work Instruction – Review Procedure for SkillResilience4EU Deliverables

The following definitions apply throughout the section on review of deliverables:

- Originator - The partner who are responsible for the preparation of the deliverable as assigned in the ~~DOA~~
- Reviewer - A partner who are assigned by the Project Coordinator to perform a review of the deliverable.

1. Reviewers of deliverables

For every deliverable at least one partner who are not associated with the task in question will be/is assigned as reviewer. In addition, HVL will undertake review according to the SkillResilience4EU QAPD.

2. Submission of Deliverables for Internal Review

At a date not later than **3 weeks** before the submission deadline given in the Grant Agreement, the originator of the deliverable shall inform the reviewer by email (the Coordinator and RQM on cc) that the document is ready for review. Both the deliverable and the Checklist for Deliverables, used to record the review findings, must be available in Teams.

3. Submission of Review Remarks

Not later than **2 weeks** before the submission deadline, the reviewer forwards his or her comments by email to the originator in the form of a commented document file as well as a filled-out and signed Checklist for Deliverables document, with copies to the RQM. Comments to a deliverable shall be concrete, preferably as direct suggestions for changes made using 'Track Changes' and comments directly in the Word file; main findings should be summed up in the accompanying Checklist for Deliverables. The scope or number of comments to a deliverable is not limited in any way, but reviewers should have the technical quality of the deliverable as their focal point. When supportive for the progress of the deliverable, the reviewer can make more general comments in the email concluding the review; in any case, the reviewer must pass a verdict of the quality of the deliverable, being one of the following:

- 'Approved', i.e., the document is agreed without the need for changes. In such cases the originator subsequently submits the deliverable to HVL for final review, see section [Submission to HVL for final review](#).
- 'Approved with minor changes', in which case the process outlined in section [Submission of Replies to Review Remarks](#) is to be followed.
- 'Rejected; major changes required', in which case the process outlined in section [Submission of Replies to Review Remarks](#) is to be followed.

In case reception of comments to a deliverable is overdue, according to the one-week limit, it is the responsibility of the originator to notify the RQM.

4. Submission of Replies to Review Remarks

Not later than **1 weeks** before the submission deadline, the originator forwards his replies to the reviewer, in case this is warranted by the verdict (see above). The originator's response shall in every case clearly indicate whether the comment will be included/incorporated in the deliverable, and if not, justify the decision to disregard the comment. A review is not complete until all comments and suggestions from the reviewer have been responded to.

The reviewer shall give his/her acceptance of the originator's response to the review comments, and subsequent approve the deliverable. The deliverable is then to be submitted to HVL, according to section [5.5.1.6](#).

In case the review again rejects a deliverable, i.e., continues to require a major revision of a deliverable, the originator should at this point notify the partners GA member, who in turn should inform the PC and the RQM, who are responsible for resolving the disputes, [see section 5.5.1.7](#).

Annex 6: The consortium

Short name	Full name	Homepage	Logo
HVL	Western Norway University of Applied Sciences	https://www.hvl.no/en/	
BOKU	BOKU University	https://boku.ac.at/en/	
LSE	London School of Economics	https://www.lse.ac.uk/	
UoC	University of Crete	https://www.uoc.gr/en/	
UW	University of Warsaw	https://en.uw.edu.pl/	
UU	University of Utrecht	https://www.uu.nl/en	
FHNW	University of Applied Sciences and Arts Northwestern Switzerland	https://www.fhnw.ch/en/	
BFI	Berufsförderungsinstitut Wien	https://www.bfi.wien/	
Simplon	Simplon.co	https://www.simplon.co/	

Annex 7: 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 Plataniias). 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 1st January 2025 and will run for 3 years.