

Addressing the current and Future skill needs for sustainability, digitalization and the bio-Economy in agriculture: European skills agenda and Strategy

Deliverable 6.1 - Quality Plan	
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Summary

There are new challenges and opportunities for agriculture today, driven by the climate change, the greening of the products and processes, the reuse of side-stream products, the raised complexity of the chain and the increased availability of information. However, to successfully address and react to these drivers, agriculture and forestry needs new business models and skills. The identification of existing and emerging skills needs in bio-economy, sustainability and for the use of digital technology, is of paramount importance in order to develop a strategic approach to keep the European agricultural sector competitive and sustainable in the long term. The multi-stakeholder approach in the FIELDS project, with 30 partners from 12 countries (HEI, VET providers, agricultural and forestry sector representatives and agri-food industry) will allow tackling the complexity of the issues EU agriculture faces today. The FIELDS approach, starting from the current and future trends and skills needed, will lead to a sustainable European strategy to address these skill gaps. Since agriculture issues and opportunities differs a lot from country to country, the EU strategy will be customised to have a country strategy for 7 countries. It will address country-specific actions, occupational profiles and training material to reflect the country needs while keeping EU quality standards (ESCO, EQAVET, ECVET) to address the mobility of learners through Europe concretely. An Agriculture SSA will be established during the project to build upon the regulatory frameworks and opportunities at EU and country level, while proposing concrete and practical initiatives to address skills challenges. In particular, through offering modular training inside the project while guaranteeing mobility of workers within the agriculture, forestry and agri-food industry.

1 Introduction

1.1 Project Overview

FIELDS project aims to deliver human capital solutions to supply food systems and bio-economy chains, through the establishment of an Agriculture and Forestry Sector Skill Alliance. The action will provide analysis of skill gaps for bio-economy, digitalisation and sustainability, EU and country sectoral skills strategies, curricula, apprenticeship schemes, modular training material and opportunities to implement further the skills after the project ends. The goal of the project is to develop a sectoral skill strategy to support the change and growth of agriculture and the bio-economy, by allowing to match demand and supply of skills while taking into account the digitalisation and the innovation of the sector.

1.2 Project Context

FIELDS project involves 30 partners, of which 16 are company and agriculture, forestry and food sector representatives, 13 are education and training providers, and one is a public research centre. Additionally, we have 2 associated partners. As a whole, 12 countries are represented in the consortium. The objective is to develop such a sectoral skill strategy in order to support the change and growth of agriculture by correlating of demand and supply of skills given the digitalization and the innovation of the sector. Together, the partners collaborate intensively to translate these requirements and skills under an innovative educational training framework by offering, among other, modular training, free material and resources while guaranteeing mobility of workers within the agriculture, forestry and agri-food industry. This ambition requires a careful project management and quality plan to ensure an efficient project delivery.

This document is requested within the WP6 general description, which aims to ensure the quality of the project outputs through a detailed pre-emptive and monitoring approach. Within this Quality plan, a risk assessment and contingency plan will be elaborated to be followed during the project.

1.3 Task description

The Quality Plan has been prepared by CERTH at the project beginning to follow up and control project activities.

The Quality Plan is the document setting out the quality assurance procedures for the FIELDS project. Its aim is to ensure the quality of the outputs of the project, be it the skills profiles, trend scenarios, job description, curricula, training material, the in-class training pilots, the strategy or the roadmaps.

A High Steering Committee (HSC) will be in charge of its right implementation, monitoring and planning the project activities. The HSC will be constituted by a contact person of each WP Leader organization and chaired by UNITO, being the project coordinator. Individuals in this HSC will be listed in the consortium agreement signed by the project partners.

The Quality Plan defines the rules of collaboration between the project partners and the external advisors. The final version of the Quality plan is uploaded under “Deliverables” at the management portal. The risk

assessment phase requires each partner to write a report with his concern about the work program before the kick-off meeting. Raised issues are discussed at the first scheduled meeting, and they are monitored later during the execution of the project. In turn, the Quality Plan is monitored during the implementation phase of the WP8 - Project management, under UNITO leadership.

1.4 Purpose

This Quality Plan acts as a guideline throughout the project fulfilment. It is considered as the reference document to conduct and monitor the FIELDS project. It defines the procedures to apply to its organisation and management processes. It will be used to manage the execution of the project throughout its life cycle, to check the compliance to the defined objectives and to ensure the quality of the overall work done.

This document makes references and complements to the Project Description reported in the Application Form document as well as to the Grant Agreement.

1.5 Structure

Part of this Quality Plan includes processes and templates. The standardized procedures present the management structure of FIELDS project, namely the governing bodies and persons, their inter-relations and responsibilities, the decision procedures and rules as well as provisional meeting arrangements. It presents a methodology to internally assess the project progress and quality of its achievements. UNITO will develop the standard templates for project documents, ensuring the structural quality of deliverables and reports. Templates will be uploaded in the intranet content management system to be accessible by all partners within the webpage of the project.

1.6 Reference documents

- FIELDS Grant Agreement (GA);
- FIELDS Application Form (AF);
- FIELDS Consortium Agreement (CA).

2 FIELDS Quality Plan

2.1 Purpose

The Quality Plan is the document setting out the rules for the control and the monitoring the FIELDS project activities. It will establish processes, criteria, management and evaluation methods of the project, both at the internal and external level. It will also include a summary of the expected results and deliverables to be achieved by each partner, assuring that they will be of high quality and meet the specifications set in the project description. The Quality Plan is an official project document, starting from its issue date and should govern all project actions.

The major objective of the Quality Plan is to monitor the project implementation and to have tangible and objective measures of the performance, thus a set of indicators will be listed. Its overall content shall be compliant with the time-plan:

1. Allocated resources;
2. Outputs set in the project description;
3. Expected results indicators;
4. Impact indicators.

2.2 Quality Plan Audience

This Quality Plan is intended to be used by:

1. The FIELDS Project Management team;
2. The Steering Committee (SC), including one representative per partner, and the High Steering Committee (HSC), composed of the WP leaders, both responsible for meeting the project objectives and ensuring the quality of the project output;
3. The Quality Committee, composed of the HSC members, responsible for reviewing internally the project outputs according to the Quality Plan;
4. All Consortium Partners (WP and task leaders), responsible for preparing the project deliverables;
5. The High Advisory Board (HAB), responsible for monitoring the project, correcting and improving the outcomes, and nominating an external advisor.

2.3 Procedure Description and Planning

FIELDS partners are aware that quality measures are one of the key factors for the project success. All activities and tasks are described in the Work Programme, allowing for a clear monitoring of their implementation. A two-level quality assessment will be performed on the overall project results and the training content developed. Internal and external assessment will be performed for both levels. The partners are aware of the ECVET requirements and will use the EQAVET toolkit during the project. They have also defined their own internal quality plan. For the EQAVET, the VET providers that have experience in this area will implement the measures and indicators needed for the local certification.

The Quality Plan will set the rules for the control and the monitoring of project activities. It will establish processes, criteria, management and evaluation methods of the project, both at the internal and external level. The Quality Plan will include a summary of the expected results to be achieved by each partner. The Quality Plan will also define the rules of collaboration between the project partners and the external advisors as described on Tasks 6.2 and 6.3. An evaluation grid and methodology will be developed in the Quality Plan for both internal and external assessment.

The external evaluation methodology will be designed by FIELDS partners and reviewed together with the external reviewers. One advisor per module (total 4 external advisors) will be hired to validate that project course content and methodologies meet the highest quality standards approved by experts in each field of the modules (i.e. Soft skills, Sustainability, Bio-economy, Digitalisation). One external reviewer will also be suggested by the HAB to check the overall results of the project in mid-term and before the end of the project.

The Quality Committee, composed of the HSC members, will review internally the project outputs on both levels according to the procedures defined in the Quality Plan. Monitoring processes and a contingency plan will also be part of the Quality Plan. To guarantee the quality work provided by each partner, a manager per partner will oversee actions done by its organisation, especially before the submission of each deliverable. This manager will be a senior expert in each organisation and will represent the organisation on the SC.

Each WP will be led by a specific partnering organisation. The partner will be in charge of the progress of the different tasks included in the work package. The partner will also be responsible for the deliverables and will ensure that partners have produced it with the appropriate quality, on time and on a budget. A Consortium Agreement signed at the beginning of the project will set up the rules and duties of all partners and will plan applicable procedures in case of difficulties faced during the project. Qualitative and quantitative indicators will monitor the quality and the achievements, followed and reported through WP8.

2.4 Project Document Standards

This section specifies the requirements for each deliverable in order to ensure that all the project documents are matching with a standardized set-up and structure. All deliverables should meet the following standards:

- All draft deliverables are written in English. The learning material (D3.2: Curricula) will be translated into the local language of the implementation countries (English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finnish).
- Deliverable template contains:
 - Names and logos of all partners
 - EU logo Erasmus+
 - FIELDS logo and project description
 - The Agreement contract number
 - Standardized chapter sequence
 - Publication date
 - Status: D, Draft; FD, Final Draft, A: Approved
 - Author(s) name(s) and partner
- Each deliverable will contain task description and summary
- The deliverable will be handed in before the deadline.

UNITO created a standardized template which is used by every partner. The Template will be available for download in a private repository, namely the Content Management System (CMS), shared among the partners.

2.5 Deliverable Assessment Process

The Deliverable evaluation process is carried out internally by the WP leaders during the project implementation at the end of the task, by the Quality Committee.

All deliverables, in draft version, shall be uploaded in the CMS shared among all partners with reasonable advance to their deadline. Each task leader should upload the deliverable in the CMS at least four weeks before the official deadline in order to allow all responsible partners to review its content within one week

at the latest. Indicatively, the use of CMS (Intranet) will help the partners to make any amendments on the deliverables. The WP will then revise the deliverable and send it for evaluation to the Quality Committee at least two weeks before the official deadline. Once the evaluation is finished, the WP leader shall control and revise again the assessed draft version and send the final one to the HSC. The status of the deliverable will be then changed to “Deliverable Completed”.

The WP leaders participating at the Quality Committee will assess the deliverables reporting in a Deliverable Evaluation Grid. For each deliverable type (e.g. report, survey, training material, website/applications), a differentiated type of Evaluation Grid will be created. In general, the deliverable evaluation will be assessed according to the following scale:

1: I disagree, with value 1

2: I slightly disagree, with value 2

3: Neutral, with value 3 → **Threshold for Acceptance**

4: I agree, with value 4

5: I completely agree, with value 5

The detailed evaluation forms for the internal advisors will be provided in the D6.2: Evaluation Grids (M6). If a Quality Committee member do not deliver the judgement at least one week before the official submission deadline, their evaluation will be automatically set as “Neutral”.

The final judgement will be the average rank resulting from the evaluation of each single Quality Committee member. The “Neutral” level represents the threshold for acceptance. The final average may be rounded to the nearest whole number in the ranking, except for the “Neutral” level, which shall be exceeded. Whichever the final average value is, a deliverable cannot be approved if more than 1 (one) member has evaluated it as “I disagree – value 1”. Whichever the final average value is, a Deliverable cannot be approved if more than 2 (two) members have evaluated it as “I slightly disagree – value 2”. The final judgement will be confidentially posted in the CMS by the Quality Committee Chair at least one week before the official submission of the deliverable. In case the deliverable needs major revisions, the coordinator of the deliverable, in cooperation with involved Partners, will have one (or two weeks maximum) to opportunely adjust the output, under the supervision of the Quality Committee.

The amended deliverable, after obtaining the Quality Committee approval, will be saved as “Approved by the Quality Committee” in a non-changeable format (i.e. pdf) on the CMS and then submitted to the European Commission system.



Figure 1. Deliverable assessment process.

2.6 Indicator Assessment

Along the project, a list of indicators, suitable to underline the effectiveness of the FIELDS educational program and its dissemination, will be assessed during the project implementation.

Qualitative indicators to monitor the achievement of project activities are set to assess step by step the quality of the work done through the developed deliverable drafts. Qualitative evaluations, as seen in the previous paragraph, will consist in a grid ranking by opportune criteria. Each of those will receive a mark (from 1 “I disagree” to 5 “I completely agree”). When an average mark is under the “Neutral” threshold (3), an adjustment will be asked from the WP leader according to revisions suggested by the Quality Committee.

Specific tasks require the establishment of numerical quantifiable indicators to monitor activities effectiveness and the inmates’ involvement in the project. For each indicator, a numerical target will be officially set in the Management Meeting 1 in Vienna (M15). The indicators, particularly the quantitative ones, will be monitored throughout the project duration. At the end of each related task, the target for each indicator should have been reached.

Table 1. List of FIELDS indicators in quality evaluation of project’s activities.

Task	Qualitative indicators	Quantitative indicators
T1.1	Relevance of best practices Relevance of past project outputs	Number of best practices, policies Number of previous projects
T1.2	Full set of information available for VET providers	Number of VET providers listed
T1.3	Focus group guideline validated by QC Usability of focus group outputs	Number of attendants per focus group Number of questions answered in focus groups
T1.4	Questionnaire validated by QC Survey filled in entirely	Number of surveys filled in
T1.5	Exhaustion of scenarios Scenarios validated by industries	Number of scenarios Number of skill needs identified
T2.1	Profile transferability Category of profiles Sector of profiles	Number of skill gaps identified Number of occupational profiles

Task	Qualitative indicators	Quantitative indicators
T2.2	Relevance of prioritisation criteria	Number of profiles prioritised
T2.3	Clarity of the strategy Geographical coverage of the strategy Relevance of the strategy Exhaustion of the strategy (covering all target groups)	Number of skills addressed Number of key competences addressed Number of job description addressed
T2.4	Definition of actions for promotion of agriculture studies Clearly defined roadmaps	Number of national roadmaps created Number of objectives reached
T2.5	EQAVET compliance	Number of course accredited Number of ESCO compliant profiles
T3.1	Quality of criteria chosen for validation	Number of methodologies compared
T3.2	Transferability of the curricula Curricula validated by all stakeholders	Number of curricula created Number of specialisations tackled Number of job profiles answered by curricula
T3.3	Transferability of apprenticeship scheme	Number of hosts found Number of apprentices registered Number of apprenticeship scheme developed
T3.4	Quality of the content Translation quality of the content Reviewers and pilot feedback	Number of modules developed
T3.5	Quality of the content Reviewers and pilot feedback	-
T4.1	Feedback from the trainers	Number of participants
T4.2	Feedbacks from the trainees	Number of trainings performed Number of trainees
T4.3	User experience Exhaustion of information available	Number of VETs displayed Number of curricula available Number of visitors
T4.5	Quality of the translation	Number of deliverables translated
T5.1	Usability of the SWOT analysis	Number of frameworks studied
T5.2	Usability of the funding opportunities	Number of funding opportunities
T5.4	-	Number of MoU signed Number of stakeholders involved
T7.1	Relevance of target identification	-

Task	Qualitative indicators	Quantitative indicators
T7.2	Reaction to social posts Outputs from the final conference	Number of visitors on the website Number of events attended Number of social posts Number of newsletters Number of press release

For each task, the leading partners will be asked to provide a detailed track record on the quantitative target achievements. An overview of the indicators and targets can be developed in the excel file (named as Indicator Assessment Table). In this table, the actual state of the performance, the deliveries and the commercial/promotion targets related to each member will be showed. The cell colour will indicate the progress of the specific indicator for a member (red below the target and green above the target).

This file can be uploaded to the CMS to be available for all consortium members. The HSC will be in charge of controlling the progress of the indicators frequently.

2.7 Assessment of dissemination events

Throughout the Work Programme activities, the participation to dissemination events is planned. Any material presented at the events must report the Project logo and EU logo. Partners may organise internal workshops (seven in total) or attend external events to present FIELDS activities and results. After each event (internal or external), they will be in charge to deliver a report about the dissemination activities, keeping the following information:

- Title of the event
- Date and location
- Organiser
- URL of the event
- Short summary of the activity
 - Objectives and Agenda
 - Target audience
 - Outcomes and Results
 - Number of people reached
- To be attached (in all internal workshops and, if possible, also in external events):
 - Programme
 - List of participants
 - Presentations
 - Photographs and/or videos
 - Other relevant documents and/or information.

Reports should be delivered for all dissemination events in English even if they take place in another language.

The Project has planned the arrangement of seven internal dissemination workshops (LVA, AERES, CONFAGRI, ACTIA, FIAB, ICOS, PA) which will present the FIELDS strategy to external stakeholders and policy makers in detail. The hosting partner shall register the attendance of the participants, collecting their contact information (e-mail and/or phone number), their job title, the organization that they represent, and their country of residence.

2.8 Management tools

The editing, amendment and delivery of all documents and outputs will be allowed by an online management tool. In particular, specific management tools will be created and available for all partners on the intranet of the FIELDS website to facilitate the monitoring of tasks and the sharing of information and documents. Two online platforms used during the project for different purposes: 1) the Content Management System (CMS) and 2) the Learning Management System (LMS).

The CMS will contain the updated partners' contact list, a shared repository (private for the partners) of tasks, activities and deliverables with their status and assignment to each partner, an active calendar view, and the option to download templates, guides, dissemination tools, etc. There will also be a forum in order to keep in one place the partners' reporting issues that may arise during the project implementation. The CMS will allow each partner to check his performance against the quality plan.

The LMS will be used to host the training material in all seven languages (English, Finnish, French, German, Italian, Dutch, Spanish) of the training courses. This platform will also contain the toolkit for monitoring and assessing the learners' participation, performance, and satisfaction.

2.9 Consortium Meetings

During the project, periodic transnational meetings will be organized in order to ensure the good continuity of the actions and the coordination of all the partners.

The coordinator, UNITO, shall ensure the good communication among all partners. Representatives of the partnering organisations sit in the SC that was established at the Kick-off meeting. The HSC was also created, composed by the WP leaders. Under the auspices of UNITO, biannual project meetings and online meetings (every two months) will be organised among the partners. The FIELDS consortium will meet face-to-face once a year as follow:

Table 2. List of FIELDS consortium meetings.

Meeting	Date	Place	Hosting partner
Kick-off	M1	Turin, Italy	UNITO
Management Meeting 1 (MM1)	M15	Vienna, Austria	ISEKI/LVA

Meeting	Date	Place	Hosting partner
MM2	M23	Paris, France	ANIA
MM3	M37	Wageningen, the Netherlands	WUR
MM4	M45	Madrid, Spain	FIAB
Final Conference	Brussels M48	Brussels, Belgium	FDE

The detailed agenda shall be distributed at least 10 days prior to each meeting. Every Partner responsible of a task activity, scheduled in the Meeting Agenda, is encouraged to prepare a short presentation to exhibit the state of work and arrange the discussion amongst participants. The presentation will help the tracking of work already made, and the planning of future activities.

The HSC will meet also on M8, M18, M31 and M42, with only representatives of the WP leaders. Other partners are welcome to participate. The HAB with representatives of COPA COGECA will participate at meetings in M13 and M45 upon invitation.

In addition, a virtual conference call will be organised every two months to monitor closely the evolution of tasks and deliverables of the project. A detailed agenda (related to the current WP activities) will be sent by UNITO to partners at least three days before each virtual meeting. WP and task leaders will also contribute to the agenda. These conferences will aim at discussing pending tasks, sharing advices and good practices, tackling possible problems and collecting feedback from the partners regarding the progress of their WP tasks currently under implementation.

The minutes of both transnational and virtual meetings will be prepared by the Coordinator or the WP leader organizing the meeting and shared among participants by two weeks after the event. It will be then uploaded to the CMS to be available for all consortium members.

Within the SC, a contact person per partner is responsible for the administrative and financial management. This person will support the Project Coordinator, UNITO, by reporting necessary information and by providing all documents required by the National Agency according to the Erasmus+ projects rules of reporting. The HSC will manage the project with regards to the Quality Plan, through some of its members that will constitute the Quality Committee.

3 FIELDS Structure

3.1 Project Structure Breakdown

FIELDS consists of six main WPs (along with two WPS for dissemination and management), as visualised in the figure below. The alignment of the WPs with different level of operation (Preparation, Implementation, Evaluation, and Dissemination) requires a strictly observance of the timelines scheduled within the Work Program. The WP leader is responsible for monitoring the fluidity of the activities in the different tasks settled in the WPs. To enhance the monitoring process, the name of the responsible person, allocated by the task leader organization, shall be reported on the WPs and tasks. Information should be collected in an excel file and uploaded on the CMS and will be filled before the task beginning.

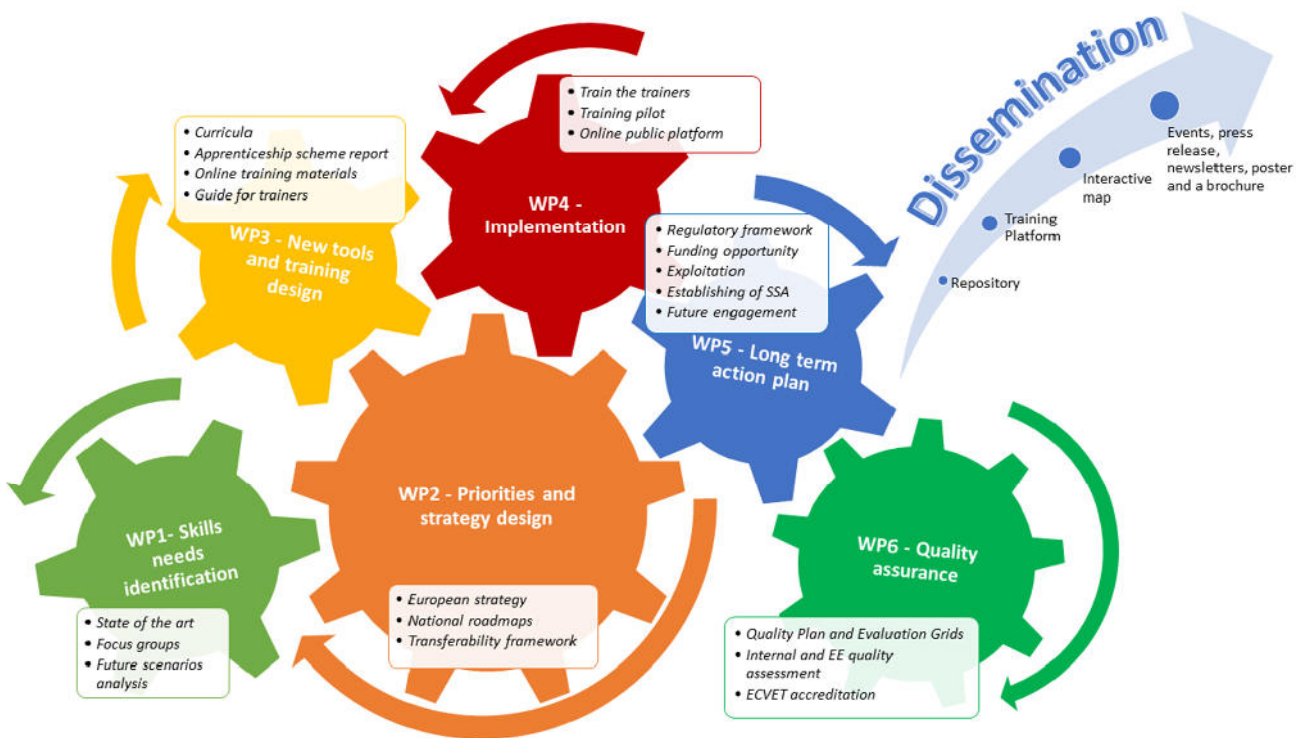


Figure 2. FIELDS project structure.

WP1, led by ISEKI, aims at establishing a general overview of the labour market in agriculture, forestry and other related sectors (including the bio-economy) in order to define present and future skills needs. This will be accomplished through:

- Analysis of the state of the art, both on content and on EU instruments for skills transferability (ESCO, ECVET, ECTS), with a database incorporated in the webpage of the project;
- Analysis of the state-of-the-art in terms of training content, related to agriculture and forestry;
- Mobilisation of all relevant stakeholders following a multi-actor approach;
- Participation of stakeholders to focus groups to define future trends and skills needs;
- Multiplication of the focus groups outputs through bottom-up surveys;

- Analysis of the future trends in the topics of the call: Sustainability, Digitalisation and Bioeconomy, through scenarios and forecasting analysis.

The outputs of this work package will be directly used in WP2, WP3, WP4 and WP7.

WP2, led by CONFAGRI, aims to:

- Perform an analysis of the skill gaps in innovation for agriculture and forestry, related to three areas: Sustainability, Bioeconomy and Digitalisation, by considering also the soft skills;
- Compare and prioritize the skills in these domains;
- Develop a general EU strategy to transfer these skills to agriculture and related sectors;
- Develop 7 specific national road maps;
- Mobilise knowledge around EU with a transferability framework by matching the national road maps with EU tools (CEDEFOP, ESCO, ECVET, ECTS).

WP3, led by UNITO, aims at creating relevant educational contents and curricula to answer the skill gaps identified in WP1 and WP2 through:

- Performing an analysis of the methodologies used during the training;
- Providing the outline of the curricula that will be later implemented at country level;
- Develop the apprenticeship scheme, for the work-based period that involves agriculture, agri-food and forestry;
- Develop the training content for online session;
- Develop the training content for trainers and in-class activities.

The material will be carefully designed to provide EQF level 4 training in the domains of sustainability, bio-economy and digital skills, to enhance innovation uptake in agriculture, forestry and bio-economy. The training materials will have a common part related to soft skills, and a regional part to match the skills needed by different countries that will carry the training in Europe.

WP4, led by AERES, aims at putting into practice the training content created in WP3, through train-the-trainer and trainee pilots, and implementing the platform made in T1.1, able to display all projects outputs in a friendly manner for future use and uptake at EU level. This WP also contains the translation of all relevant materials that need to be used nationally. Both trainers and trainees will be selected with a fair procedure that will be established by the partners in WP3. Farmers, foresters and other professionals will be able to follow only the modules they are interested in. The people interested in the initial vocational training have to attend all the modules defined in the curricula they are following so as to get accreditation at national and EU level. The content providers (GAIA, FENACORE, ACTIA, AERES, UNITO, INFOR, EFB, UCLM, CEPI, UHOH, CERTH, PA, ICOS, AP, LVA, CONFAGRI) will provide support on technical issues related to the content during the activities of WP4. 12 teachers will follow the trainer's toolkit while 70 learners will follow the training. The trainers will be first trained and will then teach the modules to the trainees. Seven different pilots will be conducted in the project, based also on the national roadmaps and action plans:

- Spain: UCLM
- France: AC3A

- Italy: INFOR
- Austria: AP
- the Netherlands: AERES
- Finland: PA
- Ireland: ICOS

WP5, led by ICOS, aims at ensuring the long-term sustainability of the strategy and training materials, its future use and the national roadmaps implementation, as well as the curricula uptake by external VET providers. These aims will be reached with:

- Provision of national and EU regulatory frameworks for training and innovation opportunities;
- Provision of national and EU funding opportunities;
- Design of sustainability plan and future use of the platform, with exploitation of project results;
- Plan for future engagement of the stakeholders.

WP6, led by CERTH, aims to ensure the quality of the outputs of the project, be it the skills profiles, trend scenarios, job description, curricula, training material, the in-class training pilots, the strategy or the roadmaps. Within the quality plan, a risk assessment and risk management plan will be made and will be followed during the project. The SC will also act as the Quality Committee. The external validation of the created content will be carried out at specific moments during the development of the project. In addition, external high profiles experts, reunited in an Advisory Board will give the partners their annual feedback on the project strategies, curricula and training content and activities. As part of the quality assessment, Task 6.4 is dedicated to get the ECVET accreditation of some of FIELDS's initial training.

WP7, led by ACTIA, aims to ensure to reach the largest possible target audience, while advertising the project results. ACTIA, with its extensive experience in project dissemination will coordinate this WP. In this WP, the network of the associated partners (EFFAT, BIC) and of the entity supporting the project (COPA-COGECA, see letter of support in the annex) will also be used for a wider reach of farmer association and cooperatives. First, a website will be developed to present the project and to promote the project results. Dissemination plan will be developed by LVA in collaboration with FIAB, CONFAGRI, ACTIA and UNITO to support the outreach of the project to the target audiences in the participating countries and following successful validation to other countries. National and EU stakeholders will also be included. The stakeholder engagement and dissemination plan will be carried out through different means and channels for promotion, with the deployment of many activities in the dissemination campaign that will consider: Facebook, Twitter, newsletters, participation at dissemination events, press releases, distribution of leaflets, YouTube videos and AdWords campaign (task leader FIAB).

WP8, led by UNITO, aims at ensuring a proper implementation of all tasks, while monitoring and mitigating risks. It will also make sure all financial aspects are well managed according to the Erasmus rules and with the best value for money. This WP will implement the tools and structures to reach these goals. With a large consortium of 32 partners, the FIELDS management WP will be very important to ensure an efficient, smooth and regular management of the project.

3.2 Deliverable List

In the following table, details about the FIELDS deliverables are provided. All deliverables should respect the due date for their submission, as well as they should have an effective focus on the target groups/potential beneficiaries according to their initial design. All deliverables will be uploaded to the CMS and evaluated according to the assessment process as described in the previous section.

Table 3. List of FIELDS deliverables.

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 1	D1.1 Stakeholders strategic plans and analysis report (M6)	UNITO	Electronic format	English	Public	All interested
WP 1	D1.2 Repository of previous projects and best practices	UNITO	Database	English	Public	All interested
WP 1	D1.3 VET list and classification (M6)	LLL-P	Electronic format	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian	Public	Students, farmers, foresters, trainees, trainers, VET providers, HEI
WP 1	D1.4 Focus group guideline (M6)	ISEKI	Electronic format	English	Restricted	Partners
WP 1	D1.5 Focus group analysis (M9)	ISEKI	Electronic format	English	Restricted	Partners
WP 1	D1.6 Web-based questionnaire (M10)	ICOS	Online	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finland	Public	All target groups

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 1	D1.7 Survey analysis (M12)	ICOS	Electronic format	English	Confidential	Partners
WP 1	D1.8 Scenarios analysis (M15)	WURL	Electronic format	English	Public	All interested (HEI, policy makers, VET providers)
WP 2	D2.1 Detailed baseline of occupational profiles (M15)	AC3A	Electronic format	English	Confidential	Partners
WP 2	D2.2 Prioritised profiles (M18)	CONFAGRI PT	Electronic format	English	Public	VET providers, HEI
WP 2	D2.3 European strategy (M21, M45)	WUR	Electronic format	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finnish	Confidential, Public	All
WP 2	D2.4 National roadmaps (M27, M45)	CONFAGRI PT	Electronic format	German, French, Italian, Dutch, Spanish, Finnish	Confidential, Public	All
WP 2	D2.5 Open transferability framework (M27)	LLL-P	Electronic format	English, German, French, Italian, Dutch, Spanish, Slovenian, Finnish	Public	VET providers, HEI

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 3	D3.1 Training methodologies (M9)	UNITO	Electronic format	English	Public	VET providers, HEI
WP 3	D3.2 Curricula (M21)	ICOS	Electronic format	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finnish	Public	VET providers, HEI, farmers, foresters, students, trainees, trainers
WP 3	D3.3. Apprenticeship scheme report (M42)	AERES	Electronic format	English	Public	Farmers, Foresters, SME, Industry, Students
WP 3	D3.4 Online training materials - country specific (M30)	UCLM	Electronic format	English, German, French, Italian, Dutch, Spanish	Restricted	Partners, trainers
WP 3	D3.5 User guide for trainers and train the trainers' session material (M30)	AP	Electronic format	English, German, French, Italian, Dutch, Spanish	Restricted	Partners, trainers
WP 4	D4.1 Feedbacks from trainers (M36)	AP	Electronic format	English	Restricted	Partners
WP 4	D4.2 Report and analysis of the full training experimentation (M39)	AERES	Electronic format	English	Restricted	Partners

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 4	D4.3 Online public platform and map (M12)	UNITO	Online	English, German, French, Greek, Italian, Dutch, Spanish, Portuguese, Slovenian, Finnish	Public	All
WP 5	D5.1 Regulatory framework list (M24)	CONFAGRI PT	Electronic format	English	Public	VET providers, HEI
WP 5	D5.2 Funding opportunity (M24)	LLL-P	Electronic format	English	Public	VET providers, HEI, students, farmers, SME, Industry
WP 5	D5.3 Exploitation Plan (M45)	PA	Electronic format	English	Restricted	Partners
WP 5	D5.4 Future engagement plan and Memorandum of understanding (M45)	ISEKI	Electronic format	English	Confidential	VET providers, HEI
WP 6	D6.1 Quality Plan (M4)	CERTH	Electronic format	English	Confidential	Partners
WP 6	D6.2 Evaluation grids (M6)	INFOR	Electronic format	English	Confidential	Partners
WP 6	D6.3 Internal quality assessment (M48)	EFB	Electronic format	English	Confidential	Partners

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 6	D6.4 External evaluation quality assessment (M32, 48)	EFB	Electronic format	English	Confidential	Partners
WP 6	D6.5 ECVET accreditation report (M42)	INFOR	Electronic format	English	Confidential	Partners
WP 7	D7.1 Dissemination Plan (M9)	LVA	Electronic format	English	Confidential	Partners
WP 7	D7.2 Public Website (M3)	FIAB	Online	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finnish	Public	All interested
WP 7	D7.3 Project leaflet and poster (M6)	FIAB	Paper, other	English, German, French, Greek, Italian, Dutch, Spanish, Slovenian, Finnish	Public	All interested
WP 7	D7.4 Report on dissemination action (M48)	FIAB	Electronic format	English	Confidential	Partners
WP 8	D8.1 Consortium agreement (M1)	UNITO	Paper	English	Confidential	Partners
WP 8	D8.2 Intranet CMS (M3)	UNITO	Online	English	Confidential	Partners

WP No.	Deliverable title (Due date month)	Responsible partner	Medium that will be used	Languages	Dissemination level	Target groups/potential beneficiaries
WP 8	D8.3 Progress reports (M1, M13, M25, M37, M46)	UNITO	Electronic format	English	Confidential	Partners

3.3 Project Schedule

The FIELDS 4-year schedule is depicted in the detailed Gantt Chart including the duration of the project's WPs and tasks, as well as the due dates of the deliverables. The project management and implementation activities are highlighted in green, the intellectual output/activities are indicated in blue, while the transnational project meetings are shown in orange. The deliverables' due date is highlighted in yellow.

4 Project Organisation

4.1 Consortium Members

Partner No	Name of the organisation	Abbreviation	Country
P1	Università degli Studi di Torino	UNITO	Italy
P2	Confederazione Generale dell'Agricoltura Italiana	CONFAGRICOLTURA	Italy
P3	Wageningen University	WUR	The Netherlands
P4	ISEKI-Food Association	ISEKI	Austria
P5	Irish Co-operative Organisation Society	ICOS	Ireland
P6	AERES Barneveld	AERES	The Netherlands
P7	AGRAR Plus Beteiligungsges m.b.H.	AP	Austria
P8	University of Hohenheim	UHOH	Germany
P9	Centre for Research and Technology Hellas	CERTH	Greece
P10	Association de Coordination Technique pour l'Industrie Agroalimentaire	ACTIA	France
P11	GAIA EPICHEIREIN	GAIA	Greece
P12	Confederação Nacional das Cooperativas Agrícolas and do Crédito Agrícola de Portugal	CONFAGRI PT	Portugal
P13	Cooperativas Agro-alimentarias de España	SCOOP	Spain
P14	Gospodarska zbornica Slovenije Chamber of Commerce and Industry of Slovenia - Chamber of Agricultural and Food Enterprises	GZS	Slovenia
P15	Lebensmittelversuchsanstalt/ Food Research Institute	LVA	Austria
P16	Universidad de Castilla-La Mancha	UCLM	Spain

Partner No	Name of the organisation	Abbreviation	Country
P17	Association des Chambres d'agriculture de l'Arc Atlantique	AC3A	France
P18	Spanish food and drink industries federation	FIAB	Spain
P19	FoodDrink Europe	FDE	Belgium
P20	Spanish Federation of Irrigators Communities	FENACORE	Spain
P21	INFOR ELEA	INFOR	Italy
P22	Federation of Hellenic Food Industries	SEVT	Greece
P23	Lifelong Learning Platform	LLL-P	Belgium
P24	Association Nationale des Industries Alimentaires	ANIA	France
P25	European Technology Platform "Plants for the Future"	Plant ETP	Belgium
P26	Engineering for Business	EFB	Greece
P27	Association of ProAgria Centres	PA	Finland
P28	HBLFA Francisco Josephinum - BLT Wieselburg	FJ-BLT	Austria
P29	European Forum of Technical and Vocational Education and Training	EFVET	Belgium
P30	Confederation of European Paper Industries aisbl	CEPI	Belgium
P31	European Federation of Food, Agriculture, Tourism Trade Unions	EFFAT*	Belgium
P32	Bio-Based Industries Consortium	BIC*	Belgium

**Associated partners*

4.2 Management Structure

In the figure below the FIELDS management scheme is shown. It visualizes the institutional pathways of the project.



Figure 4. FIELDS management structure.

4.2.1 Coordinator / Project Management Team

As coordinator, UNITO is responsible of the overall management of FIELDS. UNITO is in charge of:

1. The Chair of the Steering Committee and the High Steering Committee;
2. The distribution of the subvention between partners and to prepare necessary contractual and management documents and tools to ensure its successful utilization;
3. The monitoring of technical and financial progress of the project to ensure a good relevance according to the proposal;
4. The application of the risk plan management.

Since, UNITO is the contractor for the Grant Agreement, it therefore is the contact organisation for the Project Officer (PO).

4.2.2 Steering Committee, High Steering Committee & Quality Committee

The consortium is represented by a Steering Committee (SC). Every partner designates a senior expert to take place in the committee. The SC will be set up to control the project's management and quality. It will be composed of one representative per partner. It will ensure the monitoring of the Work Programme, but also the follow up of the budget. Due to the big size of the consortium, a High Steering Committee (HSC) will be created, composed of all WP leaders. In case it is necessary, the HSC will modify the Work Programme in order to improve partners' capacity to reach their objectives with after validation of the Erasmus+ Agency (EACEA).

The SC and the HSC will meet on a regular basis to monitor the progress of the project. Specific management tool will be created and available on the intranet of the project website to facilitate the monitoring of tasks

conduction and the sharing of information and documents. The HAB will be also invited at the M13 meeting and at a M45 meeting, to provide feedback on the actions carried out and evaluate the deliverables' content quality at the end of the program.

Comments, advices and adjustments will be discussed in the following meeting with all members representatives.

SC evaluates the quality of any project deliverable according to the abovementioned assessment process described in paragraph 3.5.

Members of the SC are listed in the Consortium Agreement. Any change shall be notified to the Consortium.

Finally, the Quality Committee, composed of the HSC members, will review internally the project outputs on both levels according to the procedures defined in the Quality Plan. Monitoring processes and a contingency plan will also be part of the Quality Plan.

4.2.3 Work Package & Task Leaders

FIELDS Work Programme is developed in 8 Work Packages (WP). A WP consists of several tasks. Each task is led by a specific partner (task leader) who is fully responsible of its progress, content and results quality. The WP leaders will be in charge of the progress of the different tasks included in their work package. They will also be responsible for the mandatory deliverables of their WP, unless is differently stated in the work programme. WP leader will make a first deliverable evaluation ensuring that partners have produced it with the appropriate quality, on time and on a budget.

4.2.4 High Advisory Board

The external evaluation methodology will be designed by FIELDS partners and reviewed. One advisor per module (total 4 external advisors) will be hired to perform quality control and validate that project course content and methodologies meet the highest quality standards approved by experts in each field of the modules (Common and soft skills, Sustainability, Bio-economy, Digitalisation). The High Advisory Board (HAB) will check the overall results of the project in mid-term and before the end of the project.

To ensure the sustainability and quality of training programs, a thorough evaluation and validation process is of utmost importance. This evaluation will be executed by the HAB. The HAB is a body that will provide strategic and advisor advices to the FIELDS Consortium. It is composed by very well-known experts and representatives of Agriculture and food industry with the aim to empower the link between agriculture and food industry, that is pursued within the project as well. Their experience will be important especially for bring in the voice of their parties, their vision, that will help to draft the future scenario analysis, the European strategy, the memorandum of understanding for the starting of the Sector Skill Alliance. EFB with the help of ICOS, INFOR, AERES, ACTIA, CONFAGRI will define an evaluation methodology for external assessment and to help the quality checks of the advisors. The Quality Committee will review and approve it.

The HAB will have a key role at the end of the WP5, WP6 and WP8. In WP5, to participate in the agriculture and agri-food Sector Skill Alliance. In WP 6, to provide feedback on the actions carried out and to check all deliverables at the end of the program, and in WP 8 to provide implementation strategies.

4.2.5 Users - Trainers and Trainees

The training will answer the most urgent needs identified in the project and will choose the best methodology for its target groups, providing innovative ways of learning, both for adults (continuous learning) and for students (initial learning) through various set-up (formal, non-formal education) and with the appropriate tools (online platform, in-class activities, etc). The training content will be created in response to the needs identified, and have already been classified into 4 different broad topics: 1) Common skills and soft skills, 2) Sustainability, 3) Bio-economy and 4) Digitalisation.

In total 12 trainers will be chosen to follow the training, 90 trainees from 7 countries will be trained during the experimentation phase. These trainees will act as disseminators of the class they follow, so they will help to enrol other people in training after the project completion. The criteria to select trainers and trainees will be decided by the partners with the lead of INFOR.

5 Risk Assessment

It is of paramount importance that risks are proactively identified and assessed, and that the project prepares for remedial actions if required. Risks identified can be of generic, managerial or technical nature. To identify any additional problems on a timely basis, the partners will produce a report whenever a risk or issue arose to enable the High Steering Committee (HSC) to initiate countermeasures long before a problem becomes critical. In these reports, partners should collect the effect and probability of risk indicated below in this section 5.1.

Risks identified during the project will be assessed concerning their probability and level of (negative) impact. Risks with a high probability and a severe impact are handled with particular caution during the project.

The following measures are foreseen: For risks with a medium to high probability and severe impact, countermeasures and contingency plans will be discussed. Also, they will be flagged throughout the execution of the project as “risk items”. This ensures that all levels of the project take special care of those risks with a low probability or low impact, and for the ones that cannot be foreseen at this stage, the HSC will ensure that such are identified in an early phase, and that results oriented countermeasures are taken.

The risk assessment phase will require each partner to write a report with his concern about the work program before the kick-off meeting. The raised issues will be discussed at the first meeting and will be monitored during the execution of the project. Based on the received reports a risk management plan will be made by UNITO.

5.1 Risk Assessment Methodology

The proposed methodology is a semi-quantitative risk evaluation procedure in all phases and levels of the project. It is based on two parameters: probability and effect.

Probability (P): Indicates the occurrence probability of the risk in any phase and level of the project.

Effect (E): Indicates the impact of the risk on the implementation schedule and cost of the project.

Table 4 provides information regarding the quantification of the parameter probability, while Table 5 deals with the parameter effect.

Table 4. Quantifying of probability

Index	Level	Probability
1	Very small	Theoretical chance There is a next phase in the project which will eliminate or reduce the risk to an acceptable level
2	Small	The probability that the risk will occur is very limited Existence of well-established control measures
3	Real	Failing or lacking of the specific control measure does not result in the systematic presence of the risk, however the risk can be present
4	High	Failure or absence of the specific control measure will result in a systematic error, there is a high probability that the risk is present

Table 5. Quantifying of effect

Index	Level	Effect
1	Limited	Insignificant delays on implementation schedule Insignificant problems on implementation costs
2	Moderate	Delays on implementation schedule (up to 3 months on tasks, deliverables and work packages) Increase of implementation costs up to 10%
3	Serious	Delays on implementation schedule (up to 6 months on tasks, deliverables and work packages) Increase of implementation costs up to 15%
4	Very Serious	The risk has a long-term effect on the project and its results Delays on implementation schedule (more than 6 months on tasks, deliverables and work packages) Increase of implementation costs more than 15%

Risk level (R) is calculated by the formula: $R = P \times E$ (scale 1 to 7). In table 5, the risk levels are provided according to the level of the parameters' probability and effect.

Table 5. Calculation of the risk level

PROBABILITY	High (4)	4	5	6	7
	Real (3)	3	4	5	6
	Small (2)	2	3	4	5
	Very Small (1)	1	2	3	4
		Limited (1)	Moderate (2)	Serious (3)	Very Serious (4)
EFFECT					

Risk levels 1 & 2: There is no need for specific actions to be implemented.

Risks levels 3 & 4: Critical risk level. Specific actions need to be implemented in order to minimize or eliminate the risk level

Risks levels 5, 6 & 7: Very critical risk levels. Immediate corrective actions should be implemented in order to minimize or eliminate the risk level.

5.2 Risk Management Table

In Table 6, the risk management table is provided for the execution of tasks and deliverables of Work Package 6 (WP6). A detailed description of risks is provided, while the risk level is calculated according to the proposed risk assessment methodology, based on the parameters' probability and effect. Finally, specific measures are proposed in order to mitigate the risks.

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R1	Delays in deliverables. Difficulty to meet deadlines established in the project proposal	all	3	3	5	The use of the project management website (management tool developed by Project leader) can ensure the effective monitoring of project progress. For all deliverables of WP6 there is information for the responsible partner, deadline and time until due. Communication of WP Leader with Task Leaders (at least once per month) in order to ensure the time schedule of the deliverables
R2	Bottlenecks in Tasks	all	1	2	2	Low risk as there is enough time for the development of all tasks according to the time schedule
R3	Impact of SARS-CoV-2 spreading in meetings and planned activities	All	3	3	5	Organise virtual meetings
R4	Confusing tasks instructions due to unclear meaning of some words in the work plan. Example: bio-economy as an approach to the economy (transversal approach suitable for all sectors) and bio-economy as a producing sector different from others.	All	1	2	2	All partners prepare a glossary of terms for common use. Clarify some tasks in the work plan when necessary.

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R5	Short time for properly execute the earlier planned activities within schedule. Other deadlines not met.	all	2	2	3	Project management WP can elaborate an update "Action Plan" each quarter which will include the appropriate timelines for the completion of tasks. The project partners will review them and suggest feedback.
R6	Within the whole project the changes in staff (people) must be considered.	all	3	1	3	The mailing list of all project partners (in case of any changes) must be updated accordingly and regularly. The lead partner should be in charge of this.
R7	Political changes. Elections or political instabilities in the future in European countries involved in the project could lead to disruptions in the good implementation of the project	all	1	1	1	Closely follow political evolution in each country participating to the project in order to foresee impacting changes that might happen
R8	Width of the project's key dimensions. Given the width of the 3 key dimensions to focus on (sustainability, digitalisation and the bio-economy), it could be easy to fall off the subject while analysing skill needs and creating the curricula content	all	3	3	5	WP leaders should send clear and detailed information and guidelines to each partner involve in a task while completing it. Define a common methodology to be applied to each task

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R9	Difficult project management and communication between partners because of a big consortium. The width of the consortium (30 partners) could represent a major obstacle to the project good implementation	all	3	2	4	Use a collaborative tool to ensure a smooth communication between partners. Creation of a management portal used as a tool and resource for every partner
R10	External stakeholders' mobilisation. Difficulty to mobilise external stakeholders to get involved in the project after its end	all	2	2	3	Involvement in the project of partners part of European agri-food networks Mobilise networks present among the consortium (e.g. COPA-COGECA, EIP). Put in place a strong communication plan in order to attract potential external stakeholders. Develop a strategy suited to each sector in order to encourage stakeholders to get involved in the project
R11	Soft skills identification. As soft skills are intrinsically linked with every others skill, it could be difficult to identify and separate them from the rest	all	2	2	3	Identify soft skills to pay attention to prior to task 2.1 and engage with professional in the field in order to understand what and where are the skill gaps
R12	Partner/resource person failure. Would make it difficult to carry on the project	all	3	2	4	Ensure that everyone mobilised in the project is fully motivated and willing to engage in the project's activities.

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R13	Project outputs too theoretic and not practical enough would make the projects results less impacting	all	2	2	3	Engage with stakeholders in the field to ensure the result of the project will suit them.
R14	Not achieving impact from the actions conducted.	all	3	2	4	Ensure a long-term plan on the sustainability of the achievements of the project once the funding of the project is gone.
R15	Repeating activities already conducted in previous projects.	all	2	1	2	The Erasmus+ Knowledge Alliance projects Food-STA and ASKFOOD have already explored deeply the skills gap. WP1 should do a proper review of current projects, literature and publications (including from associations). This information should be disseminated to the Focus groups leaders to contrast outputs.
R16	COVID-19: Difficulties to reach VET providers and other education/training providers in Task 1.2	1	3	2	4	Contact VET providers as soon as possible. Try to reach close contacts by phone/e-mail and provide them with a formulary for data collection. Collect as much as possible information by desk and internet searches.
R17	COVID-19: Difficulties to organize focus groups in task 1.3	1	3	3	5	Organise individual online interviews or organise online focus groups

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R18	Tight deadlines in task 1.3. Organisation of focus groups and focus groups analysis end at the same time	1	2	2	3	Organise focus groups before the expected dates (DoW: M6-M9) and/or delay deadline of focus groups analysis (DoW: M9). Try to work on the analysis before the last focus group ends. Ask Focus group organizers to process data.
R19	Survey to assess skill and training needs/gaps does not reach the target 300 questionnaires	1	3	2	4	Dissemination and engagement plan and the beginning of the task.
R20	COVID-19: Difficulties to end WP1 tasks in the expected deadlines	1	3	2	4	Implement risk-mitigation measures for each task. Delay deadlines.
R21	Data provided by WP1 is not adequate for defining skill gaps in Task 2.1	1	2	2	3	Keep informed Task 2.1 leader and WP2 leader on the methodologies-guidelines for data collection in WP1 tasks. Give them space for contribution.
R22	New occupational profiles standardised depends on different scenarios of the foresight exercise completed in T1.5	1	1	2	2	Confagri PT, as task responsible, need to be involved in some off these activities
R23	New collaborations emerged during the project's duration that could not be foreseen at the moment of proposal preparation	1	2	1	2	New collaborations to be supported during the project's duration based on an evaluation procedure during the duration of the project. This measure will start from the first year.

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R24	The real experts for the focus groups for identifying the skills needed in the future are not found.	1	2	3	4	Strong interaction with the involved project partners for getting contact with the needed stakeholders and chamber representatives and other involved professionals.
R25	Find consensus between project partners and with external stakeholders. External stakeholders will only be limited available to help us in drafting a broadly supported strategy.	2	2	2	3	A strategy of intensive communication with partners and stakeholders must be pursued
R26	New occupational profiles standardised depends on occupational profiles and skills needs defined in T2.1	2	1	1	1	Confagri PT, as task responsible, need to be involved in some off these activities
R27	Training visits not efficient enough	2	2	2	3	Additional training will be provided during Summer school organized by FoodEnTwin and by email consultations with the involved experts
R28	Low impact of advanced training schools.	2	2	1	2	Dissemination of information well in advance Attractive meeting venues
R29	Different priorities and interests in the different countries of the project	2	2	1	2	Strong communication and exchange with the participating project partners.

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R30	User rights of existing training material, calculations, videos, etc.	3	3	1	3	Create a GDPR document to be circulated and uploaded to the public website.
R31	Materials and tools to monitor and assess learners participation, performance and satisfaction in 7 languages	3	3	3	5	The translation is a risk, because of the technical language. The translations must be reviewed by experts.
R32	Lack of integration amongst all the training methodologies and tools involved	3, 4	2	2	3	Definition of a standard protocol per each solution in order to homogenise the way of integration.
R33	Delay in the availability of the training material of some partners	3, 4	2	1	2	Periodic revision of each training content to integrate and setting goals in specific dates.
R34	Lack of involvement of the end users in the setup and calibration of training process	3, 4	2	1	2	Periodic meetings with the end users showing the benefits of the solution.
R35	Misunderstandings with Methodological issues: Such questions will be addressed in detail at the project meetings.	3	2	1	2	Each partner will assume the responsibility for pointing out any methodological issues which affect them or their respective organisations.
R36	Low impact of industry meets academia workshop	3	2	2	3	Wide dissemination planned, including active participation of Serbian Chamber of Commerce

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R37	Failure to co-organize EuroFoodChem congress in Belgrade	3	3	2	4	Instead of the congress, a symposium will be organized on the topics proposed to be covered by satellite symposium of the EuroFoodChem Congress. Dissemination via FoodChemistry Division of EuChemMS should assure a significant number of the attendees and target group of researchers to be gathered in Belgrade for the occasion.
R38	The E-learning tools deliver a lot of mental knowledge but do not provide manual practical skills	3	2	2	3	Involvement of practitioners and establishment of manual training courses.
R39	Project abandonment of end users of a given training profile offered (L)	4	2	1	2	Elaborate a previous list of alternative end users
R40	Find dedicated trainers to roll out the training platform	4	2	2	3	Identification of committed experienced lecturers within the educational partners (universities, secondary schools, education providers, etc.).
R41	Objective to have 4 new countries within 4 years after the end of the project to follow/offer the training program	5	2	2	3	The country involved that don't have a Country Initiative, could be considered as "new countries" (like Portugal)

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R42	it is important to ensure a long-term action plan and broad implementation after the project duration. Is difficult to follow all new legislations national and European, after the end of the project. It will only be possible with a new version of the project.	5	3	2	4	First regulatory framework will be studied to make sure the strategy can be implemented locally, then funding opportunities for its implementation and sustainability will be monitored by the consortium and a governance body will be created to make sure the outputs remain available. The Regulatory Framework will be consolidated at the end of the FIELDS Project.
R43	Lack of external funding. Difficulty to find national or private funding to meet the project's financial needs after it ends States budget cuts	5	2	3	4	Start to look for national funding in the early stages of the project implementation
R44	Result/impact analysis. Difficulty to measure the real impact of the project on the long term	5	2	2	3	Develop a long-term strategy including the recruitment of a member of staff dedicated to the analysis of the project's results
R45	Little adoption of the technologies and the training content offered by FIELDS platform among end users (L)	6, 7	1	2	2	Periodic meetings with the end users showing the benefits of the application of training contents.
R46	Multiple partners that can lead to misunderstanding of their role, conflicts in the Consortium, etc.	6	3	2	4	The WP leader has extensive experience in European projects. Developing a management plan with strict guidelines for all partners. Close communication of WP leader with all partners

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R47	Problems with External Expert Review	6	2	2	3	Development and approval of evaluation methodology. Selection of external advisors based on the evaluation methodology. 2 phases external evaluation based on the methodology's guidelines
R48	The development of a quality plan and evaluation grids will be done on the basis of existing management tools. The challenge is to keep the quality assurance system alive with an affordable amount of documentation work.	6	3	2	4	Reduction of the documentation needs to a level as low as possible and as high as necessary.
R49	Expected results: At least 20 participation/organisation of professional events and conferences; 9 posters to be presented at professional events/fairs	7	3	2	4	With the Covid19 maybe this expected results should be lower. Some events and conferences can be occurred in videoconference.
R50	Appropriate dissemination of the project to stakeholders.	7	1	1	1	Build a proper WP7 strategy to reach stakeholders. Allow for further time in the ending of the project for appropriate dissemination to stakeholders.
R51	Low impact of workshop and a conference	7	2	1	2	Attractive meeting venues planned. Joint organization of workshops with advanced training schools. Wide dissemination planned, including the network of regional and European chemical societies (EUChemMS).

Index	Description of Risk	WP	Probability (P)	Effect (E)	Risk Level (R)	Proposed mitigation measures
R52	Administrative structures slow and inefficient	8	3	2	4	Top-management involvement in Advisory Board (Vice-Dean for research) should assure smooth execution of planned activities
R53	Timing of the annual meetings of Advisory Board severely affected, some members absent	8	3	2	4	Meetings well planned in advance Substitute members appointed by Steering Committee. Advise on expert-related activities of the project to be obtained electronically.
R54	Online platform maintenance. Difficulty to manage the online platform containing course content and materials after the end of the project	8	3	3	5	Develop a long-term strategy including the recruitment of IT staff to maintain the online platform