

Enhancing Qualification of Adult Learners through the implementation of Upskilling pathways

Agreement N. VS/2018/0016

Quality Plan (WP 5)

June 2018 - rev.0

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E.Q.U.A.L
Upskilling pathways Italy

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1. Il Piano della Qualità del Progetto E.QU.A.L. - *Enhancing Qualification of Adult Learners through the implementation of Upskilling pathways: finalità e obiettivi*

Il Piano di Qualità è uno degli strumenti che accompagnano il raggiungimento degli obiettivi progettuali, ovvero la conformità e la regolarità attuativa dell'azione pianificata, e per incrementare la qualità della prestazione (soprattutto riferita ai processi - fortemente connessi con efficienza, sostenibilità e replicabilità) e dei risultati (efficacia, utilità, rilevanza e scalabilità).

Nel Piano sono considerati aspetti riguardanti:



- problematiche e bisogni dei beneficiari dell'azione progettuale, ovvero la persistenza o il cambiamento di problematiche/criticità che ne hanno determinato l'origine;
- il rispetto di standard e norme attuative, definite tanto dalla Committenza esterna (Commissione Europea), quanto da quella interna (Comitato di Pilotaggio del progetto);
- le modalità con le quali viene garantita trasparenza e accountability rispetto ai processi, ai risultati e all'uso delle risorse accordate per la realizzazione del Progetto.

Il Piano della Qualità è quindi il documento in cui vengono stabilite le procedure, le risorse e le attività da svolgere a garanzia della qualità del progetto.

Il Piano della Qualità viene predisposto in esito ad un confronto tra tutti membri dello Staff progettuale a partire da un riesame dei contenuti e delle obbligazioni previste nell'Agreement Commissione Europea - INAPP. Resta inteso che il Piano è un documento sottoposto a verifiche periodiche, soprattutto in presenza di variazioni di contesto o di emendamenti all'Agreement richiamato.

2. L'ARTICOLAZIONE DEL PIANO DI QUALITÀ

L'articolazione dei suoi contenuti prevede:

- a. sintesi della Work Breakdown Structure;
- b. evidenza dei ruoli delle risorse umane coinvolte (organizzazione e coordinamento);
- c. programmazione temporale delle attività connesse alla produzione dei *deliverables* e dei prodotti finali attesi;
- d. definizione delle modalità di controllo

2.1 SINTESI DELLA WORK BREAKDOWN STRUCTURE

Il piano di lavoro del Progetto è articolato in tre Work Packages (WP) trasversali, nei quali sono ricomprese attività inerenti diffusione (**WP4**), monitoraggio e valutazione (**WP5**) e gestione e coordinamento (**WP6**), e 3 WP "verticali", che prevedono azioni di ricerca, indagine e animazione.

Le attività specifiche, estratte dalla candidatura, sono le seguenti:

WP1 - TAKING STOCK-EXISTING ADULT LEARNING POLICIES, MEASURES AND RESOURCES

Activity 1.1: profiling of 'low-skilled individuals' and relevant sub-categories

Desk research activity for the identification of adequate indicators to identify "low-skilled" taking stock of existing literature and PIAAC measurements in order to outline sub-categories of low-skilled individual among those showing similar characteristics by their socio-economic status (e.g. sex, age, income, location, nationality, educational attainment etc.). In doing so, INAPP will liaise with the co-applicant regions to fine-tune their findings.

Activity 1.2: Mapping of existing policies, measures and resources

Desk/Field analysis to draw an overview of existing policies and tools. Information will be collected covering the following: policies, measures, stakeholders and resources which are relevant for the UP development, having in mind all sub-groups of low-skilled defined in activity 1.1. This activity will build upon and update existing analysis carried out in Italy by the National coordinator for adult learning (INAPP), namely on mapping stakeholders for the governance of adult learning at the national and regional level both from public and private sector organisations. In the same line, there is a need to update the work carried out on available funding instruments for adult learning and their potential synergies, so as to quantify relevant resources for the implementation of the UP and, above all, seek ways to make them fully available. This will be further integrated with information from territorial partners. For example, consideration will be given to issues such as how to exploit flexibility in the regional and national ESF programming to better support the implementation of the UP. An assessment will also be made of the amount of funding already spent /still available, so to inform relevant stakeholders on existing funding opportunities. Recommendations will be also developed that will suggest ways for multi-level stakeholders to share information, best practices and tools, so as to increase coordination and effectiveness of the governance. The mapping exercise will also present suggestions on how to exploit to the fullest available tools and resources. Partners are aware of the need to build upon the work already

Activity 1.3: Rapid assessment of European policies and best practices and benchmarking analysis with the case of France

Literature review/Appraisal of EU-level tools and instruments facilitating the implementation of UP. Comparative analysis French system, to maximize spill-overs and by virtue of the expertise of CEREQ in this field, providing a report of desired features that a model for the implementation of the UP should include



Activity 1.4: Launch event of the action

The aim of this activity is to inform all key actors of the UP about the aim and content of the action so as to ensure their active involvement since the early stages of the project, agree on information needs and fine tune the scope of the action in line with their needs and suggestions. The activity will take the form of a ½ day stakeholders' workshop and will be hosted by INAPP.

WP2 - TARGETING. A MODEL TO IDENTIFY PRIORITY GROUPS FOR THE IMPLEMENTATION OF UP RECOMMENDATION IN ITALY

Activity 2.1: Analysis of data and methodology of measurement (PIAAC, ESS)

This activity entails further analysis of PIAAC data (and other relevant surveys such as the European Social Survey) and the methodology of measurements in order to define proficiency levels of each sub-group identified in WP1, therefore the actual skills endowment of sub-groups of low skilled. Skills endowments will be therefore employed as a component for the attribution of priority to a specific sub-group.

Activity 2.2: Identification of labour market relevant skills needs and learning needs

Assessing skills endowments cannot by itself suffice to inform the design of relevant upskilling pathways and foster the participation of the low-skilled to education and training. Quite to the opposite, where upskilling fails to provide participants with skills they can spend on the labour market to actually find a job or improve their labour market position, it contributes to increase their reluctance to re-join education and training – and face the social stigma thereto connected. Thus, this activity is concerned with accurately define labour market needs and learning needs, focussing on regional LMs and their occupations. Full stock will be taken of the relevant work carried out in the frame on Professions, Occupations and Needs developed by Inapp, to identify specific characteristics and learning needs.

Activity 2.3: Scenario analysis, including social innovation and skills-biased technical change

Picturing the state of the art of skills endowments and skills needs risks to return an untimely description of sub-groups of low-skilled more at risk of marginalisation, given the pace of technical change. Hence the need to factor in how labour markets are changing and will continue to change in the future. This includes tacking stock of forward-looking strategies such as “Industry 4.0” and the Internet of Things (IoT) with an effort to exploit the development applications which have been developed and deployed in recent years. However, these rapid advances in technology are accompanied by new demands in the workforce. To get the benefits of the technological development, it is important to consider that certain tasks, that have always been done separately, are now converging, and this requires additional skills and training for both employees and enterprises. Specific attention need also those more repetitive occupations where human labour may be soon replaced through robotization and new technologies. Within this activities a comparative analysis with the French context regarding the impact on new technology on occupations will be developed.

Activity 2.4: finalisation of a model to identify sub-groups of low-skilled to be given priority

This activity consists of taking stock of all findings of WP1 and previous activities of WP2 to eventually identify priority groups in each region. As a result the standard grids developed in WP1 (legal framework and policies, resources, skills endowments, skills needs, learning needs, evolving scenarios and relevant stakeholders for each sub-group of low-skilled) will be filled in for each region. Priority will be scaled according to how worrying is the picture resulting from the analysis of each of these elements on a specific target group (e.g. severe lack of skills, lack of dedicated resources, high risk of substitution through robotization etc).



WP3 - MODELLING: REGIONAL CASE STUDIES FOR THE DEFINITION OF A MODEL FOR THE IMPLEMENTATION OF THE UPSKILLING PATHWAYS, INCLUDING VALIDATION

3.1 Identification of relevant existing upskilling pathways for in-depth study

Building on the mapping of regional tools and practices for adult upskilling, this activity will entail the identification and in-depth study of 2/3 pathways per co-applicant region which already adopt the three-step structure of the Upskilling Pathways Recommendation and possibly its enabling principles (outreach, guidance and support measures, coordination, follow-up and evaluation). They should ideally address the same priority group/s of low-skilled identified in WP2 for the given region. This will be discussed and shared among partners through the organisation of a Steering group meeting (see below WP6 - Project Management), during which clear selection criteria for the collection of the upskilling pathways to be studied in greater detail will be defined.

3.2 developing three case studies

Strengths and weaknesses of each pathway will be analysed by the research team which will consist of INAPP and FGB researchers as well as those in charge of the design and delivery of such pathways at the regional level. Consideration will be given also to existing opportunities for further development of such pathways such as current/ expected financial and administrative capacity.

3.3 Definition of a model for the effective implementation of the UP:

Based on the case study activity, a cross-institutional group of experts will work towards an agreement on a model of implementation of the UP, to be devised by combining information on existing regional practices already suitable to the UP (from the case studies) and ideas on how to improve these (findings from WP1 on EU recommendations, comparative analysis with the French system, other relevant literature exploited etc.)

3.4 Validation of a model for the effective implementation of the UP

Prior to the model dissemination, it is paramount to test the Model framework and contents against a broader scrutiny, particularly to ensure its transferability/replicability/upscaling. The main validation tool will be the organisation of 4 workshops, one in each territory covered by the action and one at the national level. Additional validation activities will consist in the application of a Delphi analysis.

2.2 EVIDENZA DEI RUOLI DELLE RISORSE UMANE COINVOLTE (ORGANIZZAZIONE E COORDINAMENTO)

I ruoli dei singoli componenti lo staff progettuale sono distribuiti secondo le macro-funzioni seguenti:

- A. COORDINAMENTO STRATEGICO
- B. COORDINAMENTO OPERATIVO E AMMINISTRATIVO
- C. MONITORAGGIO E VALUTAZIONE
- D. COMUNICAZIONE E SENSIBILIZZAZIONE
- E. RICERCA E REPORTING

Nello schema seguente si riportano i nominativi dello staff coinvolti nel presidio di ciascuna macro-funzione.



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MACRO-FUNZIONE	ATTIVITÀ E RESPONSABILITÀ	NOMINATIVO/I STAFF
COORDINAMENTO STRATEGICO	Rapporti con gli stakeholders istituzionali Indirizzo strategico del progetto Definizione obiettivi Verifica qualità (processi e risultati) Controllo e validazione Rapporti intermedi e finali	PM (Claudio Vitali-Inapp) Membri del comitato di pilotaggio (tbd)
COORDINAMENTO OPERATIVO E AMMINISTRATIVO	Coordinamento operativo attuazione del piano operativo Monitoraggio processi di implementazione Predisposizione Rapporti narrativi e finanziari (intermedio e finale) Verifica distribuzione carichi di lavoro Predisposizione eventuali misure correttive, compresi eventuali emendamenti Rapporti con CE (sotto supervisione diretta del Coordinamento Strategico) Costante comunicazione con altri stakeholders progettuali Attivazione e presidio procedure per acquisizione Servizi (outsourcing)	PM Staff amministrativo Coordinatore Referente amministrativo ciascun partner beneficiario (tbd)
MONITORAGGIO E VALUTAZIONE	Predisposizione Piano di monitoraggio e valutazione Implementazione dei controlli in itinere e predisposizione report periodici al Coordinamento Strategico Formulazione di suggerimenti e raccomandazioni per il miglioramento continuo dei processi e dei risultati	PM + S.Balduini (INAPP) Referente amministrativo ciascun partner beneficiario (tbd)
COMUNICAZIONE E SENSIBILIZZAZIONE	Ingegnierizzazione e manutenzione website del progetto Organizzazione di eventi di sensibilizzazione Predisposizione testi (Newsletter, presentazione progetto e risultati, brochures)	G. Dente (FGB) Referente ciascun partner beneficiario (tbd)
RICERCA E REPORTING	Predisposizione strumenti per attività di indagine on desk e di campo (wp1, wp2, wp3) Desk analysis e literature review per supportare indagini previste Realizzazione attività di ricerca sul campo Predisposizione reports previsti	D.Guarascio (Inapp) A. Lombardi (FGB) Senior e junior researchers partner Beneficiar (tbd)

2.3 PROGRAMMAZIONE TEMPORALE DELLE ATTIVITÀ CONNESSE ALLA PRODUZIONE DEI DELIVERABLES E DEI PRODOTTI FINALI ATTESI

Il controllo della qualità prevede il coinvolgimento diretto del Project manager - e coinvolge il responsabile operativo e amministrativo e almeno uno dei ricercatori coinvolti nella realizzazione delle azioni identificate nei WPs 1-3.

Il programma di revisione periodica prevede l'attuazione dei controlli secondo il seguente calendario:

- 1^ controllo: 30 settembre 2018
- 2^ controllo: 30 gennaio 2019
- 3^ controllo: 1 luglio 2019

Tali controlli si avvalgono anche dei risultati delle azioni di valutazione in itinere (cfr. Piano di Valutazione).

2.4 DEFINIZIONE DELLE MODALITÀ DI CONTROLLO

Oggetto del Controllo è il funzionamento e l'applicazione della metodologia di implementazione prevista, con particolare riferimento al massimo ricorso alla collegialità nella presa di decisioni rilevanti e al coinvolgimento degli *stakeholders* del progetto.

La procedura per il Controllo è sintetizzata nella figura (1) seguente.



3. QUALITY PLAN PROGETTO IT – IMPLEMENTATION OF THE EU AGENDA FOR ADULT LEARNING 2015-2017

Attività e azioni WP	Responsabilità e staff coinvolto	Output attesi	Supporto output (evidenze)	Milestone (calendarizzazione scadenza)
WP 1- Taking stock of existing Adult learning policies, measures and resources in Italy				
Activity 1.1: profiling of 'low-skilled individuals' and relevant sub-categories <i>Target group: Stakeholders in the field of Adult Learning</i>	PM Staff tecnico e comunicazione Staff di ricerca	Taking stock report, including analysis of indicators and data and mapping of 'low-skilled individual' at different level by sub-group Taking stock tool: grid for analysis matching a) policies, devices, best practices, resources, infrastructures with b) target groups and priority groups and Recommendations	Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE	December 2018
Activity 1.2: Mapping of existing policies, measures and resources <i>Target groups: Stakeholders in the field of Adult Learning</i>	PM Staff tecnico e comunicazione Staff di ricerca	Report analysis of the national legal framework for the provision of upskilling services, specific policies and initiatives, resources and stakeholders; on existing stakeholders' networks, measures and funding upon which the UP can be built Report and list of recommendations, drawing from European best practices and recommendations, on how to increase coherence, coordination and synergies among existing provisions in Italy	Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE	October 2018
Activity 1.3: Rapid assessment of European policies and best practices and benchmarking analysis with the case of France <i>Target group: Stakeholders in the field of Adult Learning</i>	PM Staff tecnico e comunicazione Staff di ricerca	EU overview and comparative analysis with the French context, tools and practices	Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE	December 2018
Activity 1.4: Launch event of the action <i>Target group: National and regional authorities and socio-economic partners in the field of Adult Learning</i>	PM Staff tecnico e comunicazione Staff di ricerca	Minutes Ppt presentazioni Testi degli speeches presentati Photo-galleries	Minutes Contatti mail Website	21-22 june 2018 + December 2018
WP2 - TARGETING: A MODEL TO IDENTIFY PRIORITY GROUPS FOR THE IMPLEMENTATION OF UP				
Activity 2.1: Analysis of data and methodology of measurement (PIAAC, ESS) <i>Target group: Bodies in charge of the implementation of the UP, Regions</i>	PM Staff tecnico e comunicazione Staff di ricerca	report analysis of data and methodology of measurement	Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE	March 2019
Activity 2.2: Identification of labour market relevant skills needs and learning needs <i>Target group: Bodies in charge of the implementation of the UP, Regions</i>	PM Staff tecnico e comunicazione Staff di ricerca	report analysis on skills and learning needs with a focus on co-applicant local territories	Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE	March 2019

<p>Activity 2.3: Scenario analysis, including social innovation and skills-biased technical change <i>Target group: Bodies in charge of the implementation of the UP, Regions</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>report Scenario analysis on forward-looking strategies and new skills required</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>March 2019</p>
<p>Activity 2.4: finalisation of a model to identify sub-groups of low-skilled to be given priority <i>Target group: Bodies in charge of the implementation of the UP, Regions</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Model for the identification of priority groups among the target groups identified.</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>May 2019</p>

WP3 - MODELING: REGIONAL CASE STUDIES FOR THE DEFINITION OF A MODEL FOR THE IMPLEMENTATION OF THE UP-SKILLING PATHWAYS, INCLUDING VALIDATION.

<p>3.1 Identification of relevant existing upskilling pathways for in-depth study <i>Target group: Regions, Social Partners, PES, secondary education providers (both public and private), Adult learning centres (such as CPIA), low skilled adults</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Model for the implementation of UP including three case studies on existing upskilling pathways in co-applicant regions, including detailed info regarding the process and criteria employed for their collection</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>February 2019</p>
<p>3.2 developing three case studies <i>Target group: Regions, Social Partners, PES, secondary education providers (both public and private), CPIA, low skilled adults</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Regional Reports</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>June 2019</p>
<p>3.3 Definition of a model for the effective implementation of the UP: <i>Target group: Regions, Social Partners, PES, secondary education providers (both public and private), CPIA, low skilled adults</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>fully-fledged model for the implementation of the UP on each regions' priority group</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>september 2019</p>
<p>3.4 Validation of a model for the effective implementation of the UP <i>Target group: Regions, Social Partners, PES, secondary education providers (both public and private), CPIA, low skilled adults</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Recommendation including concrete measures, funding and target groups of the proposed model for the implementation of the UP</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>september 2019</p>



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WP 4 - DISSEMINATION AND CAPITALIZATION				
<p>4.1 Dissemination plan and stakeholders' identification <i>Target group: Stakeholders in the adult learning field</i></p>	<p>Staff tecnico e comunicazione Staff di ricerca</p>		<p>Documento interno (circolazione ristretta)</p>	<p>July 2018</p>
<p>4.2 Analysis of means to address specific target groups and low skilled <i>Target group: Stakeholders in the adult learning field</i></p>	<p>Staff tecnico e comunicazione Staff di ricerca</p>	<p>Annexes to Handbook (vedi 4.4)</p>	<p>Pubblicazione su website</p>	<p>December 2018</p>
<p>4.3 Development of a project website/platform <i>Target group: Stakeholders in the adult learning field</i></p>	<p>Staff tecnico e comunicazione Staff di ricerca</p>	<p>Project Website/platform</p>	<p>n.a.</p>	<p>July 2018</p>
<p>4.4 Drafting of a handbook/guideline for the implementation of the UP <i>Target group: National and regional authorities, Social Partners, PES, secondary education providers (both public and private), CPIA, low skilled adults</i></p>	<p>Staff tecnico e comunicazione Staff di ricerca</p>	<p>Handbook</p>	<p>Pubblicazione su website</p>	<p>December 2018</p>
<p>4.5 Stakeholders' workshops <i>Target group: Stakeholders in the adult learning field</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Minutes Ppt presentazioni Testi degli speeches presentati Photo-galleries</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>See timetable</p>
<p>4.6 Final conference <i>Target group: National and regional authorities, Social Partners, PES, secondary education providers (both public and private), CPIA, low skilled adults</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Minutes Ppt presentazioni Testi degli speeches presentati Photo-galleries</p>	<p>Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>See timetable</p>
<p>4.7 Drafting final report <i>Target group: European Commission, Decision makers</i></p>	<p>PM Staff tecnico e comunicazione Staff di ricerca</p>	<p>Dissemination Activities Report</p>		<p>September 2019</p>

WP 5 – MONITORING AND EVALUATION				
<p>5.1 Definition of quality objectives and a Quality Plan Target group: Project partners</p>	<p>PM Staff tecnico e comunicazione Staff di ricerca Responsabile operativo e amministrativo</p>	<p>Quality plan Strumenti di conduzione Key issues list</p>	<p>Documento interno (circolazione ristretta) Realizzazione incontri nel numero e nelle date e Regioni previste</p>	<p>July 2018</p>
<p>5.2 Development of quality assurance procedures Target group: Project partners</p>	<p>PM Staff tecnico e comunicazione Staff di ricerca Responsabile operativo e amministrativo</p>	<p>Quality procedures (in Quality Plan)</p>	<p>Documento interno (circolazione ristretta)</p>	<p>July 2018</p>
<p>5.3 Drafting Interim and Final Evaluation Report Target group: European Commission, Decision Makers</p>	<p>PM Staff tecnico e comunicazione Staff di ricerca Responsabile operativo e amministrativo</p>	<p>Evaluation Report (Interim) Evaluation Report (Final)</p>	<p>Documento interno (circolazione ristretta)</p>	<p>February 2019 November 2019</p>
WP 6 - MANAGEMENT				
<p>6.1 Elaboration of a PM Plan and Technical Final Report Target group: Project partners</p>	<p>PM Staff di ricerca Responsabile operativo e amministrativo</p>	<p>PM plan Quality Plan Assessment risk Chart</p>	<p>Documento interno (circolazione ristretta)</p>	<p>July 2018</p>
<p>6.2 Project coordination Target group: Project partners</p>	<p>PM Staff di ricerca Responsabile operativo e amministrativo</p>		<p>n.a.</p>	<p>In itinere</p>
<p>6.3 Reporting Target group: Project partners</p>	<p>PM Staff di ricerca Responsabile operativo e amministrativo</p>	<p>Report periodici Esiti dei controlli (se rilevante) final report</p>	<p>Documento interno (circolazione ristretta)</p>	<p>February 2019 November 2019</p>
<p>6.4 Steering Committee meetings Target group: Project partners</p>	<p>PM Staff di ricerca Responsabile operativo e amministrativo</p>	<p>Steering Committee meetings (mostly back to back with other project activities):</p> <ul style="list-style-type: none"> • 1 kick-off, • 1 start of WP3, • 3 validation workshops, • 1 national wshop • 1 final conference 	<p>Documento interno (circolazione ristretta) + Pubblicazione su website Presentazioni PPT o Prezi Pubblicazione su EPALE</p>	<p>See timetable</p>

STAFF	NOME	FIRMA
Estensore Piano	SVEVA BALDUINI	
Responsabile Controllo	CLAUDIO VITALI	
Responsabile aggiornamento	SVEVA BALDUINI	

Roma, 10/07/2018



Allegato 1 – E.QU.A.L. Timetable

WP	Activities	YEAR 2018										YEAR 2019									
		MONTHS										MONTHS									
		A	M	G	L	A	S	O	N	D	G	F	M	A	M	G	L	A	S		
1	1.1																				
	1.2																				
	1.3																				
	1.4																				
2	2.1																				
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	4.7																				
5	5.1																				
	5.2																				
	5.3																				
6	6.1																				
	6.2																				
	6.3			sc			sc			sc			sc		sc			sc			

LEGENDA	
	strumenti/report intermedio
	output
	workshop/sem./conferenza
	preparazione seminari/conferenza
sc	incontri partenariato