



**Cross Modal**  
**Cross Cultural**  
**Cross Lingual**  
**Cross Domain**  
**Cross Site**  
***Global OER Network***

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Dissemination Level		
PU	Public	✓
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

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Acronyms	Definitions
Action	H2020 word used to refer to 'Project'
Agency	Executive Agency for the European Commission
PC	Project Coordinator
EC	European Commission
M	Month
UCL	University College London
JSI	Institute Jozef Stefan
K4A	Knowledge 4 All Foundation
UPV	Universitat Politècnica de Valencia
NAN	Université de Nantes
UOS	Universität Osnabrück
PO	Posta Slovenije
MIZS	Ministry of Education of Slovenia
IM	Innovation Manager
QM	Quality Manager
WP	Work Package

## ABSTRACT

This deliverable provides the consortium with a project handbook and quality guidelines outlining project timing, quality procedures, Deliverables production procedures, and Deliverable review process. The purpose of the project handbook is to provide all partners with an overview of the project's governance structure, work plans and the agreed processes and procedures to facilitate appropriate levels of control and consistency across activities, tasks, milestones and deliverables. This will ensure the successful execution of the X5GON project. The manual addresses the way the project is organised, the communication tools used, the schedule and the different deadlines, which occur throughout the project.

## 1. GOVERNANCE STRUCTURE

### 1.1 GOVERNANCE STRUCTURE

UCL is in charge of the project's coordination; this will be carried out by the Project Coordinator (John Shawe-Taylor) and the Project Manager (Charlotte Penny) for the administrative, contractual and financial aspects of the project. The Project Coordinator (PC) has the overall responsibility for intermediation between the consortium and the European Commission, as well as for the contractual obligations defined in the Grant Agreement. The PC ensures the consistency of the overall work plan in close cooperation with the Work Package Leaders. His/her duties are to monitor the scientific and technical progress on a day-to-day basis and advise the PMB should any deviations from the project plan be necessary.

The overall project management structure includes several management boards and roles to steer the project and guide the consortium. The composition and main responsibilities of the management boards and roles are described in the next section.

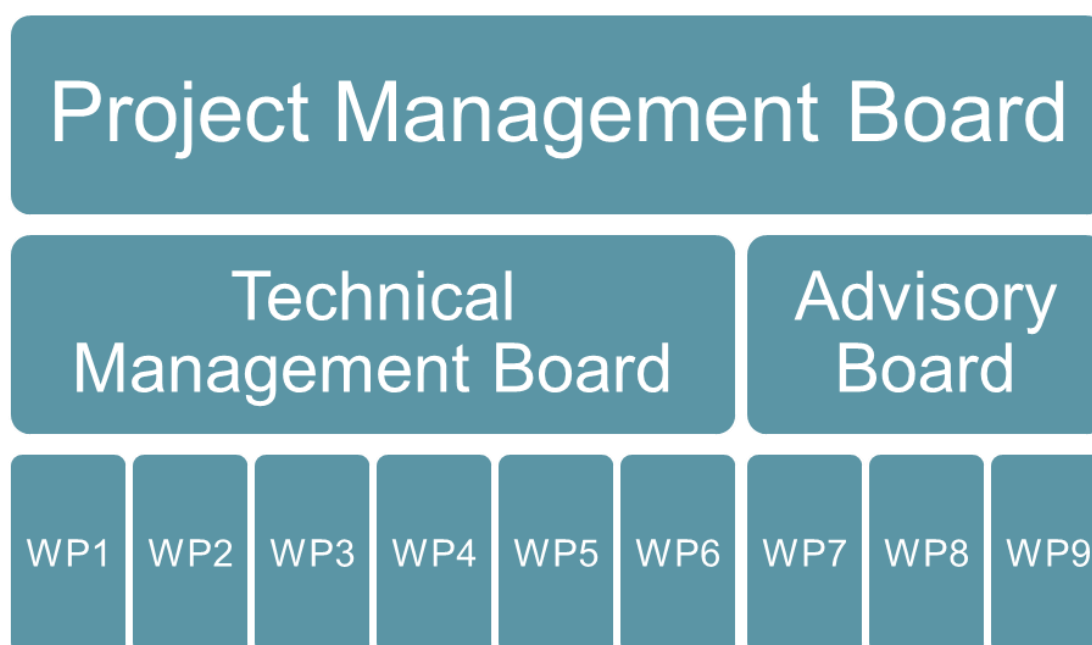


Figure 1: X5GON Governance Structure

**Project Management Board (PMB)** is the ultimate decision-making body of the consortium and responsible for any changes needed to the work plan. It is chaired by the Project Coordinator. It is responsible for the formal decisions and the strategic management of the project and includes the Project Coordinator (PC), the Project Manager (PM) and one designated senior representative from each partner. PMB members are responsible to take binding decisions on behalf of the partner they represent. PMB meetings are held at least every six months (physically or virtually) in order to monitor and guide the project. The tasks and responsibilities of the PMB include:

- Management and monitoring of project development according to the work plan;
- Guidance of the project with respect to external development and potential collaborations;
- Review of the general scientific and technical program and the project outcomes;
- Monitoring of the quality assurance plan and review and approval of the risk assessment;
- Conflict resolution management;
- Review and approval of financial issues;
- Supervision and advice with respect to issues of Intellectual Property Management, dissemination, exploitation and promotion activities, assessment of ethical questions.

**Technical Management Board (TMB)** is in charge of the implementation of the business and technical work and monitors, on a daily basis, the progress of the project in accordance to the objectives, deliverables and milestones defined in the project work plan. The board includes the PC, the Innovation Manager (IM), the Quality Manager (QM), and the Work Package Leaders (WPL) and meets at least quarterly (physically or virtually).

**Community Advisory Group (CAG)** creates a framework for early adopters, potential users and other interested parties to become involved with the on-going work of the project, provide advice and feedback with respect to future directions of research and development and contribute to the achievement of the vision of the project.

**Advisory Board (AB)** is formed with high level professionals in the field of artificial intelligence, educational technologies and open education. The main purpose of the Advisory Board is to provide management advice about the general direction the project should follow. We expect much of the board's work will be done online and on project meetings one time per year.

In addition, the following roles are identified:

The **Work Package Leader (WPL)** manages the team assigned to the WP and is responsible for the latter's successful and timely completion.

**Project Manager (PM)** provides support to the PMB with respect to various administrative, financial and organizational issues. The main responsibilities related to this role are the management of all the procedures related to the accounting and reporting towards the European Commission, the coordination of the administrative and financial relationships between project partners and controlling that project activities are performed within budget constraints.

**Innovation Manager (IM)** overlooks the project from the side of innovation contributions and business development. The key contributions will be regular six month reports on critical aspects leading to innovative breakthroughs and business planning. The IM is appointed by the PMB once the project is established and will be selected by the commercial partners.

**Quality Manager (QM)** provides support to the TMB and supervises the implementation of the quality assurance plan of the project. The QM is appointed by the TMB once the project is established.

## 1.2 PROJECT MANAGEMENT BOARD

- The PMB is the ultimate decision-making body. The PMB is free to act on its own initiative to formulate proposals and take decisions regarding the project's work plan, finances, intellectual property rights and evolution of the Consortium;
- Proposals made by the TMB, CAG, and WPL which affect the interests of the Consortium shall also be considered and decided upon by the PMB;
- The PMB will provide strategic guidance, evaluate and assess the project's performance, discuss and decide upon amendments to the Consortium Plan;
- The PMB is composed of one representative from each Party and is chaired by the Project Coordinator.

Partner n.	Person	Institute
1	John Shawe-Taylor	University College London
2	Marko Grobelnik	Institute Jozef Stefan
3	Davor Orlic	Knowledge 4 All Foundation
4	Alfons Juan	Universitat Politecnica de Valencia
5	Colin de la Higuera	Université de Nantes
6	Frank Ollermann	Universitaet Osnabrueck
7	Kristijan Percic	Posta Slovenije
8	Borut Čampelj	Ministry of Education of Slovenia

**Table 1: Project Management Board members**

	Ordinary meeting	Extraordinary meeting
Meetings	At least <b>once</b> a year	At any time upon written request of the Technical Management Board or 1/3 of the members of the Project Management Board
Notice of a meeting	45 calendar days	15 calendar days
Sending the agenda	21 calendar days	10 calendar days
Adding agenda items	14 calendar days	7 calendar days

**Table 2: Project Management Board schedule and procedures**

## 1.3 TECHNICAL MANAGEMENT BOARD

The tasks and responsibilities of the TMB include:

- Definition of the business, innovation, scientific, policy creation and technical roadmap for the project, in particular, the coordination of the integration of work package results according to the work plan;
- Review and monitoring of the work plan and the general project progress;
- Supervision of the technology transfer process towards use case partners and potential adopters;
- Support to the PMB in issues of risk assessment, contingency planning, conflict resolution and revisions of the work plan.

Partner	Person	Institute
1	John Shawe-Taylor	Project Coordinator (PC)



2	Mitja Jermol	Innovation Manager (IM)
5	Colin de La Higuera	Quality Manager (QM)
1	John Shawe-Taylor	Leader WP1
2	Marko Grobelnik	Leader WP2
4	Colin de la Higuera	Leader WP3
2	Mitja Jermol	Leader WP4
5	Alfons Juan	Leader WP5
1	Yvonne Roger	Leader WP6
3	Davor Orlic	Leader WP7
7	Kristijan Percic (PS)	Leader WP8
1	John Shawe-Taylor	Leader WP9

**Table 3: Technical Management Board members**

	Ordinary meeting	Extraordinary meeting
Meetings	At least <b>once</b> a year	At any time upon written request of the Technical Management Board or 1/3 of the members of the Project Management Board
Notice of a meeting	45 calendar days	15 calendar days
Sending the agenda	21 calendar days	10 calendar days
Adding agenda items	14 calendar days	7 calendar days

**Table 4: Technical Management Board schedule and procedures**

## 1.4 PROJECT MANAGEMENT BOARD PROCEDURES

Quorum	<ul style="list-style-type: none"> <li>Each Consortium Body (PMB and TMB) shall not deliberate or decide validly unless <b>two-thirds (2/3)</b> of its members are present physically or virtually or represented (quorum).</li> <li>If the quorum is not reached, the chairperson of the Consortium Body shall convene another ordinary meeting within 15 calendar days. If in this meeting the quorum is not reached once more, the chairperson shall convene an extraordinary meeting, which shall be entitled to decide even if less than the quorum of members is present or represented.</li> </ul>
Decisions	<ul style="list-style-type: none"> <li>Decisions shall be taken by a majority of two-thirds (2/3) of the votes cast.</li> <li>Each member of a Consortium Body present or represented in the meeting shall have one vote.</li> <li>Defaulting Parties<sup>1</sup> may not vote.</li> </ul>
Veto rights	<ul style="list-style-type: none"> <li>A member <b>which can show</b> that its own work, time for performance, costs, liabilities, intellectual property rights or other legitimate interests would be severely affected by a decision made by the Consortium Body may exercise a veto with respect to the corresponding decision or relevant part of the decision.</li> <li>When a decision has been taken on a new item which was added to the agenda before or during the meeting, a member may veto</li> </ul>

<sup>1</sup> Defaulting Party means a Party which the General Assembly has identified to be in breach of this Consortium Agreement and/or the Grant Agreement as specified in Section 4.2 of this Consortium Agreement.

	<p>such decisions during the meeting and within 10 calendar days after the draft minutes of the meeting are sent.</p> <ul style="list-style-type: none"> <li>• <b>A Party may not veto decisions relating to its identification as a Defaulting Party.</b> The Defaulting Party may not veto decisions relating to its participation and termination in the consortium or the consequences of these decisions.</li> </ul>
Minutes	<ul style="list-style-type: none"> <li>• <b>The chairperson</b> of a Consortium Body <b>shall ensure written minutes</b> of each meeting are produced. This shall be the formal record of all decisions taken. The chairperson shall send the draft minutes to all members within 10 calendar days of the meeting. Members of the Consortium Body will be requested to contribute to the minutes to ensure that all the actions decided at the meeting are correctly recorded. <b>15 calendar</b> days will be given.</li> <li>• The minutes shall be considered as accepted if, within <b>15 calendar</b> days from despatch, no member has sent any comments or objection in writing to the chairperson with respect to the accuracy of the draft of the minutes.</li> <li>• The chairperson shall send the accepted minutes to all members of the Consortium Body and to the Project Manager, who shall safeguard them.</li> </ul>

## 1.5 WORK PACKAGE LEADERS

Work Package Leaders (WPL) coordinate and manage the corresponding work package activities on a day-to-day basis. They are responsible for the delivery of work package-relevant results foreseen in the work plan and ensure that business, technical, and scientific aspects of the work package are in line with the overall vision of the project and integrated with other work packages. WPLs report the current status of the work and potential deviations to the TMB and are involved in the quality assurance process when it comes to deliverables of their work package and in reporting, progress monitoring, risk management and contingency planning.

Partner	Person	Institute
1	John Shawe-Taylor	WP1 Leader
2	Marko Grobelnik	WP2 Leader
4	Colin de la Higuera	WP3 Leader
2	Mitja Jermol	WP4 Leader
5	Alfons Juan	WP5 Leader
1	Yvonne Roger	WP6 Leader
3	Davor Orlic	WP7 Leader
7	Kristijan Percic (PS)	WP8 Leader
1	John Shawe-Taylor	WP9 Leader

**Table 5: Work Package Leaders**

## 1.6 DECISION MAKING AND CONFLICTS RESOLUTION

Decision making is based on the consensus principle at every level of the project. At the work package level, consensus should be reached verbally through phone conferences and email exchange. At the TMB level, consensus could also be reached verbally or, if necessary, by third-party majority voting. At the PMB level, the decisions require voting and a third-party majority to be taken. In this case, each

partner will have one vote and the vote of the PC will act as a casting vote in the case of a tie. After consulting with the EC, the PMB will make the following decisions:

- Approval of budgets and timing and content of work plans
- Approval of major changes in the work to be delivered in the project
- Changes in the consortium and amendment of partners
- Proposed changes to the grant and consortium agreement
- Suspension or termination of the project or parts of it
- Actions to be taken in case of misconduct of a partner

All project participants are in charge of identification of any conflicts. Any disagreement should be reported to the work package leaders or the Project Coordinator who will pursue the mediation of the conflict or escalate it to higher levels, if necessary. The conflict resolution process, together with the decisions made, is recorded in a written report and logs of the communication between the parties involved. Both decision making and conflict resolution mechanisms are subject to the Consortium Agreement. These practices have proven effective in various European research projects over the past decade and build on the long-standing expertise of the partners in similar settings.

## 2. COMMUNICATION STRUCTURE

### 2.1 INTERNAL COMMUNICATION

Effective intra-project communication among partners is a key enabler for successful collaborative projects. Communication includes physical meetings to guarantee in-depth knowledge and idea exchange, integration between work packages and overall alignment and progress monitoring. Four physical meetings per year are planned, while monthly phone conferences will be organized to discuss, in detail, project progress and to take decisions at the work package level and across work packages. The PMB and the TMB will meet at least twice and four times per year, respectively, while urgent matters can be addressed through email exchange or phone conferences. In addition to this, the project is supported by the following instruments:

- A shared folder (SVN/Dropbox like) repository for exchanging and storing all the documents relevant for the project. This repository is structured following the natural structure of the project directories for the different work packages with internal sub-directories for the deliverables. The repository will also contain a directory for the documents and presentations related to the meetings.
- Three streams of mailing lists are available for communication and exchange of documents:
  - Project-level mailing list for consortium-internal discussions related to all WPs, [x5gon-researchers@ijs.si](mailto:x5gon-researchers@ijs.si);
  - PMB mailing list supporting the communication among members [x5gon-steering@ijs.si](mailto:x5gon-steering@ijs.si);
  - Work package mailing lists for coordination and internal discussion in each work package [x5gon-wp1@ijs.si](mailto:x5gon-wp1@ijs.si), [x5gon-wp2@ijs.si](mailto:x5gon-wp2@ijs.si), [x5gon-wp3@ijs.si](mailto:x5gon-wp3@ijs.si), [x5gon-wp4@ijs.si](mailto:x5gon-wp4@ijs.si), [x5gon-wp5@ijs.si](mailto:x5gon-wp5@ijs.si), [x5gon-wp6@ijs.si](mailto:x5gon-wp6@ijs.si), [x5gon-wp7@ijs.si](mailto:x5gon-wp7@ijs.si), [x5gon-wp8@ijs.si](mailto:x5gon-wp8@ijs.si), [x5gon-wp9@ijs.si](mailto:x5gon-wp9@ijs.si);

## 2.2 EXTERNAL COMMUNICATION

**Project Website** will cover all public outcomes of the project will be used as a means to access deliverables, publications, presentations, demonstrators and showcases, promotion material and to remain up-to-date with respect to dissemination and community building activities.

**Logo, factsheet, poster, flyer and brochure** which all partners will use as shared communication tools, to ensure a striking and common project promotion. In order to realise a logo, which could best communicate the project's ideas and objectives, all partners have contributed actively. An additional set of three versions of the logo have been created in order best to suit the global exploitation of OER sites that will be part of the project's network.

## 3. WORK PLAN SCHEDULE AND DELIVERABLES

### 3.1 MANAGEMENT PHASES OF THE PROJECT

The X5GON project started on 1<sup>st</sup> September 2017 and ends on 31<sup>st</sup> August 2020. The key management stages of the project are listed below.

Project Stage	Key Management Tools
Pre-Project	<ul style="list-style-type: none"> <li>Grant Agreement Preparation and Signature</li> </ul>
Project Initiation	<ul style="list-style-type: none"> <li>Distribution of Grant Agreement and Annexes</li> <li>Kick Off Meeting</li> <li>Distribution of Pre-financing</li> <li>Project Management Manual</li> </ul>
Delivery Stage	<ul style="list-style-type: none"> <li>Ethical Data Management and Data Management Plan (M12, 24)</li> <li>Periodic Report (M12, 24)</li> <li>Project Review (M20 tbc)</li> <li>Distribution of Interim payment after receipt of the funds from the EC</li> </ul>
Final Delivery Stage	<ul style="list-style-type: none"> <li>Ethical Data Management and Data Management Plan (M36)</li> <li>Final Report (M36)</li> </ul>
Project Close	<ul style="list-style-type: none"> <li>Distribution of final payment after receipt of the funds from the EC</li> <li>Project's closure activities</li> </ul>
Continuous reporting	<ul style="list-style-type: none"> <li>Deliverables - Milestones</li> </ul>

**Table 6: X5GON management stages**

### 3.2 WORK PACKAGES

The X5GON work plan includes nine WPs. Details are shown below. The person months assigned to each WP are detailed in Appendix 4.

Work Package Number	Work Package Title	Lead Participant Number	Lead Participant Short Name	Person-Months	Start Month	End Month

WP1	Learning rich content representations	1	UCL	51	M1	M36
WP2	Infrastructure	2	JSI	71	M1	M36
WP3	Analytics, Services, API	5	NA	52	M1	M30
WP4	Recommendation	2	JSI	48	M1	M30
WP5	Piloting	4	UPV	68	M6	M36
WP6	Studies in the wild	1	UCL	40	M1	M36
WP7	Dissemination	3	K4A	32	M1	M36
WP8	Exploitation	7	PO	38	M1	M36
WP9	Management	1	UCL	22	M1	M36
				422		

**Table 7: X5GON Workpackages**

### 3.3 DELIVERABLES AND MILESTONES

The X5GON deliverables are listed in chronological order in the table below.

Deliverable Number	Deliverable Name	Work Package Number	Lead participant	Type	Dissemination level	Delivery date
D7.1	Website	WP7	K4A	DEC	PU	M1
D9.2	Project Handbook	WP9	UCL	R	CO	M3
D2.1	Requirements & Architecture Report	WP2	JSI	R	PU	M6
D4.1	Initial prototype of user modelling architecture	WP4	JSI	P	PU	M6
D8.1	Detailed market analysis	WP8	PO	R	CO	M12
D3.1	Learning Analytic Engine 1.0	WP3	NA	P	PU	M12
D1.1	Quality assurance models	WP1	UCL	R	PU	M12
D4.3	Early prototype of recommendation engine	WP4	JSI	P	PU	M12
D5.1	First report on piloting	WP5	UPV	R	PU	M12
D1.2	Report on selected and evaluated quality models	WP1	UCL	P	PU	M12
D6.1	Report of the OER network model and interface design evaluation	WP6	UCL	R	PU	M12
D7.2	First real-world and online learning community engagement plan.	WP7	K4A	R	PU	M12
D8.2	Impact assessment report	WP8	PO	R	PU	M12, M24, M36
D8.3	Business plan draft	WP8	PO	R	CO	M12
D9.1 x	Periodic Progress Reports (UCL, Report,): Interim and final project	WP9	UCL	R	CO	M12, M24,

	reports to the EC					M36
D3.6	Privacy and user oriented guidelines	WP3	NA	R	PU	M18
D4.2	Final prototype of user modelling architecture	WP4	JSI	P	PU	M18
D4.5	Prototype of cross-site recommendation engine	WP4	JSI	P	PU	M18
D3.4	Early support for cross-lingual OER	WP3	NA	R	PU	M18
D2.2	Final Server Side Platform	WP2	JSI	P	PU	M24
D2.3	Final Visual Interface	WP2	JSI		PU	M24
D3.2	Learning Analytic Engine 2.0	WP3	NA	P	PU	M24
D4.4	Final prototype of recommendation engine	WP4	JSI	P	PU	M24
D5.2	Second report on piloting	WP5	UP V	R	PU	M24
D1.3	Initial content representation models	WP1	UC L	P	PU	M24
D7.3	Interim real-world and online learning community and analytics report.	WP7	K4 A	R	PU	M24
D6.2	Report of in-the-wild studies investigating performance and usability of the initial services for virtual and real-world adaptive learning	WP6	UC L	R	PU	M24
D4.6	Prototype of cross-language recommendation engine	WP4	JSI	P	PU	M30
D3.3	Learning Analytic Engine 3.0	WP3	NA	P	PU	M30
D1.4	Advanced content representation models	WP1	UC L	P	PU	M36
D1.5	Evaluation methodologies for content representation models and release of labels obtained for measuring quality of OERs	WP1	UC L	P	PU	M36
D1.6	Report on selected and content representation models	WP1	UC L	P	PU	M36
D2.4	Final Evaluation Report	WP2	JSI	P	PU	M36
D2.4	Final set of X5gon products and services	WP2	JSI	P	PU	M36
D3.5	Final support for cross-lingual OER	WP3	UP V	R	PU	M36
D5.3	Final report on piloting	WP5	UP V	R	PU	M36
D6.3	Report of in-the-wild study of OER user Experience, Engagement and Enjoyment	WP6	UC L	R	PU	M36
D7.4	Final real-world and online impaired, business and policy makers community, analytics, and networking report	WP7	K4 A	R	PU	M36
D8.4	Final business plan	WP8	PO	R	CO	M36

**Table 8: X5GON deliverables**

Milestone	Milestone	Related work	Estimated	Means of verification
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number	name	package(s)	date	
M1	Inception check	WP1, WP2, WP5, WP6, WP8, WP9	M1	<ul style="list-style-type: none"> <li>• Project Management: Project satisfactorily commenced, all partners fully resourcing project</li> <li>• Dissemination and Exploitation: Website established</li> <li>• Architecture: Specification and architecture</li> </ul>
M2	Project establishment	ALL	M12	<ul style="list-style-type: none"> <li>• RTD: Initial components available, Pipeline functional</li> <li>• Dissemination and Exploitation: Initial presentation material</li> <li>• Pilots: Initialized, first collating finished</li> <li>• Project Management: Deliver initial progress report</li> <li>• Exploitation: Business plan drafted</li> </ul>
M3	Project mid-term	ALL	M24	<ul style="list-style-type: none"> <li>• RTD: Platform integration, Recommendation, analytics and Learning analytics in full scale</li> <li>• Dissemination and Exploitation: Full blown</li> <li>• Pilots: Full blown, Evaluations started</li> <li>• Project Management: Deliver mid-term progress report</li> <li>• Exploitation: Business opportunities identified and exploited</li> </ul>
M4	Project impact	WP1, WP3, WP4, WP5, WP6, WP7, WP8, WP9	M36	<ul style="list-style-type: none"> <li>• RTD: final version integrated and rolled out</li> <li>• Dissemination: Concluded</li> <li>• Business and exploitation: formalised agreement, first contract signed</li> <li>• Pilots: Implementation, Evaluation finished and reported</li> <li>• Project Management:</li> </ul>



				Completion of all project objectives, technical, commercial, and dissemination
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**Table 9: X5GON milestones**

## 4. QUALITY ASSURANCE AND PROGRESS MONITORING

The project has a quality assurance procedure that is the result of extensive experiences of the consortium in running collaborative research projects over more than fifteen years. A central component thereof applies to contractual deliverables. These undergo a three-step quality check before submitted to the European Commission.

First, the deliverables are checked by a quality assessor. This is a project member external to the team which produced the deliverable. Reviewers affiliated to organisations outside the project consortium can be appointed as well upon approval by the TMB and in accordance with the IPR of the corresponding deliverables. The result of this first step is a review document consisting of recommendations to be implemented by the authoring team. As subsequent steps, the deliverables are evaluated by the work package leader and the Quality Manager. The quality assurance procedure is initiated four weeks before the final submission deadline. The three steps are scheduled as follows:

- Four weeks before the deadline: the detailed review of technical quality of the deliverable is reported by the quality assessor.
- Three weeks before the deadline: the deliverable is revised by the authors according to the review report. The work package leader ensures that the deliverable implements the reviewer's comments – except in the case that they are also the lead author when this responsibility becomes the Quality Manager's – and returns it to the authoring team if deemed appropriate.
- One week before the deadline: a final quality check is undertaken by the Quality Manager before submitting it to the EC.

Project progress is continuously monitored, and where discrepancies between plans and progress are observed (or predicted), corrective actions will be initiated. In particular, the PMB and TMB will carry out risk assessment at their regular meetings. This involves identifying project risks, assessing their probability and the nature of the consequences, should the risk be incurred. If the risk level is judged to be high, changes in project planning may be necessary. Decisions on any necessary re-planning of detailed tasks at the work package level will be made by the Work Package Leader (WPL), in consultation with all partners involved in the work package. Results should be reported to the Technical Management Board (TMB) and Project Coordinator (PC). Project level changes will be the responsibility of the Project Management Board (PMB), except in the case of major changes listed below. In addition to any reviews arising from regular risk assessment, the detailed project plan will be reviewed at least once per year and revised if necessary.

Certain types of re-planning may require the approval of the Commission, according to the terms of the Contract. It will be the responsibility of the Project Coordinator (PC) to contact the Commission regarding such matters. Project re-planning which results in changes deemed to be major must be handled by the Project Management



Board (PMB), using voting procedures. Changes will be deemed to be major if any one partner protests about a proposed change, or if the change involves:

- Modifications to the Consortium Agreement or to the management structures and principles here described;
- Changes in project policy concerning ethical issues;
- Problems with the performance of any partner, or the desire of a partner to leave the consortium;
- Re-allocation of budget between work packages and/or partners.

Implementation of major changes may necessitate a change in the overall project plan, detailed project plans or the work breakdown structure of the project. As explained above, the management structure of the project essentially follows the work breakdown structure of the project. The management structure can, therefore, adapt to changes in the work breakdown structure. Further detail will be elaborated in the Consortium Agreement.

#### **4.1 DELIVERABLE CREATION, REVIEW AND SUBMISSION PROCESS**

In order to facilitate the preparation of deliverables, there is a lead partner assigned to each deliverable. The lead partner for each deliverable is specified in the Grant Agreement. As a principle, every partner institution participating in the task, which a given deliverable reports on, should be represented in the list of authors by some of the members of its team. The list of authors is gathered and compiled by the lead partner for this deliverable. Departures from this principle should be indicated and motivated to the relevant work package coordinator and to the Project Coordinator, and accepted by both persons.

In order to ensure high quality standards and the timely submission of deliverables, a procedure has been established to test and assure the quality of the deliverables. This procedure foresees the systematic cross reviewing between partners. The procedure for quality assurance is organised as follows:

- The lead partner proposes the general structure of the deliverable and asks all partners to provide suggestions and input.
- After gathering the input from all partners, the lead partner integrates this input into a draft version of the deliverable and sends this version out for discussion and approval to all partners involved.
- The approved pre-final version is sent to the partner designated to perform internal project reviews for the deliverables produced within the respective work package. The internal reviewer should receive the pre-final version of the deliverable at least 3 weeks before the submission deadline. The reviewer has 1 week to review the deliverable and to provide his or her suggestions, comments, and corrections.
- The lead partner for the deliverable incorporates the suggestions and corrections of the internal reviewer and sends the deliverable to the work package leader at least 10 days before the deadline. The work package leader reviews the deliverable and can require any revisions he or she deems necessary to accept the deliverable as ready for submission.

- The work package leader sends the deliverable to the Project Coordinator for submission. If the Project Coordinator finds it appropriate, she may decide to review a deliverable and may require any revisions she deems necessary to accept the deliverable as ready for submission.
- It is the responsibility of each work package leader to apply this procedure to each report and to monitor the timely and effective execution of the procedure.

In order to ensure a unified graphic representation of all reports, a template has been produced, upon which the present deliverable is based.

## 5. RISK MANAGEMENT

The X5GON project, like all projects, will experience risks that can impact on or threaten the success of the project. Some risks have already been identified at the proposal stage, whereas others will emerge during subsequent phases of the project. In order to mitigate risks, the partners have elaborated a Risks and Associated Contingency Plans (see below). The plan will be reviewed by the PMB every 6 months.

Description of risk	Work package(s) involved	Proposed risk-mitigation measures
<b>Technical Risks</b>		
Reluctance of OER sites to install X5gon features	WP5, WP7, WP8	Consortium is already aware of the high interest by OER sites to be involved in common activities. Consortium will be very active in promoting the idea through all the channels. The first installations will involve prominent OER sites that are consortium members. These will be form a good “selling” proposition to other OER sites
Delays in launch of quality assurance and implementation due to software development issues	WP1, WP5	We will initially focus on one case study to reduce the risk that the launch will be delayed.
On-boarding of users will prove difficult to promote more widely. This may impact the extent and quality of data that becomes available for the advanced analytics and recommendation work.	WP1, WP3, WP4	There are two mitigating factors: one is the existing user base for the videolectures.net portal that provides an excellent recruiting ground. The researchers in the consortium have also broad networks of colleagues that can be approached to ensure the university base of users is scaled appropriately.

Project results are delayed; thus other products, systems and relevant technologies arrive to the market before the project results are concretely available	WP1, WP2, WP3, WP4, WP5	<ul style="list-style-type: none"> <li>• Strictly survey the market to early individuate potential competitors</li> <li>• Create a Project Users Group to immediately start to disseminate the research vision between potential users and customers</li> <li>• - Adopt an incremental process model in order to have sooner preliminary results to be shown.</li> </ul>
Issues ("bugs") with the early releases of the X5gon functionalities, resulting in negative publicity, frustration by early adopters and in the services being abandoned	WP5, WP6, WP7	The three rounds of cyclical development, testing and validation will detect potential problems very early in the project. The first installations at the member sites will not be critical for the wider acceptance.
Unforeseen technical problems may not be resolved with the assigned resources	WP9	The partners are committed to invest a certain amount of additional own resources, since most of the addressed topics are also of high personal interest for them as researchers. In case this is not sufficient, the situation will be assessed by the Coordination of the project, in collaboration with the involved WP leaders to decide about adequate re-planning actions that ensure the overall project result.
Technical KPIs planned will not be met	WP1, WP2, WP3, WP4, WP5	Consortium will apply additional measures in development or resource allocation based on the early detected shortcomings in the cyclical development.
IPR and privacy limitations at OER sites	WP9	X5gon will be open enough to allow various settings in respect to IPR. OER sites however are all already operating their content under one of the open licenses.
<b>Consortium Risks</b>		
Losing a critical partner at a crucial point in the project.	WP9	The consortium has been constructed with some level of redundant expertise. The most critical skills are available in at least two partners. In the rarest of cases, the missing contributions are assessed and either some of the missing contributions are assigned to other partners and/or

		a new partner with adequate competences is identified. The consortium members have a sufficient professional network to identify an adequate new partner. The occurrence of this risk in each case requires a local re-planning of the project.
Researchers might leave	WP9	All work will be regularly documented and stored. Moreover, more than a single researcher per organization will obtain the necessary skills.
Losing a critical partner at a crucial point in the project.	WP9	The consortium has been constructed with some level of redundant expertise. The most critical skills are available in at least two partners. In the rarest of cases, the missing contributions are assessed and either some of the missing contributions are assigned to other partners and/or a new partner with adequate competences is identified. The consortium members have a sufficient professional network to identify an adequate new partner. The occurrence of this risk in each case requires a local re-planning of the project.
<b>Management Risks</b>		
Overestimate work load	WP9	Put more effort on WPs 1, 2, 3, 4 or 5 to improve the proof of concept prototypes and integrated system.
Underestimate workload in Work packages	WP9	Person months can be reassigned from one WP to another.
Failure to meet Milestones	WP9	The consortium will “freeze” certain developments so that other activities can continue on time, in order to reduce the impact of this risk. Tolerance levels will be taken into account in such decisions.
Unrealistic Time Schedule	WP1, WP5	This is likely to happen only if WP1 or 5 is late, since there will be cyclic development with the three round.

**Table 10: X5GON Risks and Associated Contingency Plans**

## 6. REPORTING

### 6.1 INTERNAL REPORTS

At M12, Internal Report will be drafted by each partner on the basis of the provided template. All partners' contributions will be collated by the Project Manager and a final draft produced. This will be reviewed by the Project Coordinator. Once approved, the report will be stored in the project's SVN. Any issues arising from the report will be communicated either to the PMB or TMB, depending on the nature of the issue and the decision to be taken.

### 6.2 PERIODIC REPORTS

The Consortium has the obligation to submit a set of Periodic Reports during the course of the project. Both the template for the Periodic Reports and template for the collection of the necessary information will be provided by the Project Manager in due course. These reports will include explanations justifying the differences between work expected to be carried out in accordance with Annex 1 and that actually carried out. The **Periodic Report** shall comprise:

- A '**Periodic Technical Report**' containing:
- An **explanation of the work carried out** by the beneficiaries
- An **overview of the progress** towards the objectives of the project, including milestones and deliverables identified in Annex 1

### 6.3 FINAL REPORT

In addition to the Periodic Reports for the last reporting period, the Consortium must submit the **Final Report** within 60 days following the end of the last reporting period.

The Final Report must include the following:

- a) A '**Final Technical Report**' with a **summary** for publication containing:
  - An overview of the results and their exploitation and dissemination
  - The conclusions of the project emanating from the project
  - The socio-economic impact of the project emanating from the project
- b) A '**Final Financial Report**' containing:
  - A '**final summary financial statement**', created automatically by the electronic exchange system, consolidating the individual financial statements for all reporting periods and including the request for payment of the balance

According to the original Annex 2, no beneficiary has to provide a '**certificate on the financial statements**'.

## 7. PUBLICATIONS RULES

These rules represent a simplified version of the relevant sections of the Grant Agreement and the Consortium Agreement. If you have any doubts please refer directly to these documents, as these contain the official rules on publication & dissemination.

## 7.1 PUBLICATION, PRESENTATIONS AND DISSEMINATION RULES

All publications, presentations, papers and posters must include the following text:

*“This Project has received funding from the European Union’s Horizon2020 research and innovation programme under grant agreement No 761758.”*

Each partner must keep track of all their publications and dissemination activities related to X5GON. These publications and activities will be reported to the Project Manager by means of Internal Reports. UCL will maintain the overall list of publications and dissemination activities and ensure that this list is sustained on the X5GON website.

## 7.2 OPEN ACCESS

**Open access to publications:** each X5GON partner must ensure open access to all peer-reviewed scientific publications relating to its results. Open access means making publications freely available online for any user.

There are two main routes towards open access to peer-reviewed scientific publications:

- Self-archiving (also referred to as ‘green’ open access): it means that the published article is archived (deposited) by the author – or a representative – in an online repository before, alongside or after its publication. The article becomes freely available after an ‘embargo period’ of 6 or 12 months.
- Open access publishing (also referred to as ‘gold’ open access): it means that the publisher immediately provides an article through open access. In this model, the payment of publication costs is shifted away from readers, and instead charged (for example) to the university or research institute to which the researcher is affiliated, or to the funding agency supporting the research.

**Open access to research data:** the digital research data generated in the project (‘data’), each X5GON partner shall:

- Deposit in a research data repository and take measures to make it possible for third parties to access, mine, exploit, reproduce and disseminate — free of charge for any user — the following:
  - The data, including associated metadata, needed to validate the results presented in scientific publications as soon as possible;
  - Other data, including associated metadata, as specified and within the deadlines laid down in the ‘data management plan’;
- Provide information — via the repository — about tools and instruments at the disposal of the beneficiaries and necessary for validating the results (and — where possible — provide the tools and instruments themselves.



## APPENDIX

### A1: PROJECT GANTT CHART

Task Name	Start	Finish	Y1				Y2				Y3			
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			M3	M6	M9	M12	M15	M18	M21	M24	M27	M30	M33	M36
<b>WP1 Learning rich content representations</b>	M1	M36												
Task 1.1. Quality Assurance Models	M1	M12												
Task 1.2. Initial Content Representation	M6	M24												
Task 1.3. Evaluation of representations	M6	M36												
Task 1.4. Advanced content representations	M12	M36												
<b>WP2 Analytics Infrastructure, Services and API</b>	M1	M24												
Task 2.1 Requirements & Architecture of the platform	M1	M6												
Task 2.2 Setting-up the platform	M6	M22												
Task 2.3 Integration of the newly developed components	M6	M24												
Task 2.4 Visualization and User Interface	M6	M24												
Task 2.5 Final product and services development	M18	M36												
Task 2.6 Evaluation	M12	M36												
<b>WP3 Learning Analytics Engine</b>	M1	M30												
Task 3.1: Architecture and data for Learning Analytics Engine	M1	M12												
Task 3.2: Learning Analytics Engine	M6	M24												
Task 3.3: Cross-lingual issues in Learning Analytics	M12	M30												
Task 3.4: Privacy and user oriented guidelines	M12	M30												
<b>WP4 Recommendation Engine</b>	M1	M30												
Task 4.1 Architecture for real-time cross-site and cross-lingual user models	M1	M18												
Task 4.2 Recommendation engine for online learning materials	M6	M24												
Task 4.3 Cross-site and cross-lingual recommendation	M6	M30												
<b>WP5 Piloting</b>	M6	M36												
Task 5.1 Piloting on individual components	M3	M24												
Task 5.2 Piloting on integrated components	M13	M36												
<b>WP6 Studies in the wild</b>	M1	M36												
Task 6.1 Evaluation of the initial OER Network	M1	M12												
Task 6.2 In-the-wild studies of the use and experiences with the initial X5gon services	M13	M24												
Task 6.3 In-the-wild Studies of OER user Experience, Engagement and Enjoyment	M25	M36												
<b>WP7 Dissemination</b>	M1	M36												
Task 7.1 Creation and sustainability of project online presence	M1	M36												
Task 7.2 Communication with the public and networking	M1	M36												
Task 7.3 Communication with governments and disabled communities	M1	M36												
Task 7.4 Communication with businesses and exploitation communities	M1	M36												
<b>WP8 Exploitation</b>	M1	M36												
Task 8.1 Market analysis	M1	M6												
Task 8.2 Impact assessment	M12	M36												
Task 8.3 Development of a business plan	M12	M36												
<b>WP9 Management</b>	M1	M36												
Task 9.1: Project administration	M1	M36												
Task 9.2: Quality and Risk Management	M1	M36												

## A2: ESTIMATED BUDGET FOR THE PROJECT

Resources to be committed are mainly reflected in personnel as shown in the Table with the total number of person months per partner over the work packages and their mapping to the budget in euros.

	MM RATE	MM	PERSONNEL	OTHER DIRECT	SUBCONT	THIRD P	IN-KIND	INDIRECT	SPECIAL	TOTAL ELIBIGLE
UCL	€ 6,780.00	78	€ 528,840.00	€ 80,926.00	0			€ 152,442.00		€ 762,208.00
JSI	€ 6,300.00	55	€ 346,500.00	€ 53,575.00	0			€ 100,019.00		€ 500,094.00
K4A	€ 4,500.00	44	€ 198,000.00	€ 29,700.00	0			€ 56,925.00		€ 284,625.00
UPV	€ 5,000.00	60	€ 300,000.00	€ 31,600.00	0			€ 82,900.00		€ 414,500.00
NAN	€ 4,085.00	69	€ 281,685.00	€ 41,600.00	0			€ 80,866.00		€ 404,331.00
UoS	€ 5,380.00	17	€ 91,460.00	€ 10,000.00	0			€ 25,365.00		€ 126,825.00
PS	€ 5,000.00	61	€ 305,000.00	€ 30,500.00	0			€ 83,875.00		€ 419,375.00
MIZS	€ 4,000.00	38	€ 152,000.00	€ 15,200.00	0			€ 41,800.00		€ 209,000.00



### A3: PROJECT EFFORT PER PARTNER/WP

	WP 1	WP 2	WP 3	WP 4	WP 5	WP 6	WP 7	WP 8	WP 9	Total Person/ Months per Participant
UCL	24	5	2	2	8	18	2	2	15	78
JSI	5	24	5	14	2	0	2	2	1	55
K4A	0	0	0	5	10	10	10	8	1	44
UPV	7	10	16	4	18	0	2	2	1	60
NA	10	12	24	14	4	0	2	2	1	69
UOS	0	0	0	0	10	2	2	2	1	17
PO	5	20	5	5	8	5	2	10	1	61
MIZS	0	0	0	4	8	5	10	10	1	38
Total Person/Months	51	71	52	48	68	40	32	38	22	422

### A4: CSS/HTML TEMPLATE

X5gon has created for its partners a well-organized and easy to understand Web building tutorial with examples of how to use a specifically designed HTML, CSS for the project website and pilots public image.

Partner	Person	Institute
<b>Overview</b>	Your primary documentation should be <a href="#">Foundation for Sites</a> , version 6.4. The foundation grid is very similar to the one from Bootstrap. In this project, we're using their <a href="#">xy-grid</a> . Primary technical reason for this choice is because it allows easy vertical alignment of elements and it's a good wrapper for flexbox. The page itself is using 10 columns that are centered inside 12-column grid. This is because we're text heavy and it makes page easier to read. For your work, you might need more width, so just expand to full 12-columns width. You can use <code>src/pages/</code> to quickly mock interfaces and layouts. I would recommend adding your (S)CSS changes to a new file under <code>scss/components</code> (and don't forget to add it <code>src/assets/app.scss</code> ).	
<b>Getting started</b>	1. Download a copy of x5gon-css from Github: <a href="https://github.com/gandalfar/x5gon-css">https://github.com/gandalfar/x5gon-css</a> .	

	<ol style="list-style-type: none"> <li>2. Run <code>npm install -g foundation-cli</code></li> <li>3. Run <code>foundation watch</code></li> </ol> <p>After you're done with your customisations, you have a few options:</p> <ol style="list-style-type: none"> <li>1. Run <code>foundation build</code>, take CSS and JS and copy it into your project.</li> <li>2. Adopt <code>gulpfile.babel.js</code> inside your build pipeline. There's also an example of much <a href="#">simpler gulpfile</a>.</li> </ol>
<b>Style Guide</b>	Style guide does not include all of the capabilities of Foundation. Just the most common ones. Please consult <a href="#">Foundation's documentation</a> for complete feature set. <a href="#">View Style Guide</a>
<b>Additional Layout</b>	<a href="#">Header menus</a>
<b>Branding</b>	You can use prepared templates to create different X5GON logotypes. For extended use instructions, please consult with <a href="#">Logo Guide</a> . You can also <a href="#">browse all the assets</a> .

## A5: PROJECT LOGO

A logo was designed as part of the project's dissemination strategy. As the main idea of the project is to approach a vast network of OER repositories, we created a logo that would be placed on those sites and promote a "network" idea with our brand and value proposition. The project logo had to be appealing and to easily convey the project's goals and activities, considering it is the basis for the project's visual identity. The logo constitutes the trademark of the project helping to continuously communicate and disseminate the project.



**Figure 2: X5GON set of logos according to Dissemination and Exploitation strategy**

## A6: PROJECT LOGO GUIDE

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X5gon

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# Logo Identity Guidelines



2	1.0 Logo Specifics
4	2.0 Colour Specifications
6	3.0 Logo Styles
8	4.0 Positive and Negative
10	5.0 Typeface Details
12	6.0 Examples of Misuse
14	7.0 Logo Variation

### Logo Construction

Visual constants is the fundamental component of design. The logo consists of a logotype and a symbol.



### Logo Clear Space

Blue area indicates **Safe Zone**. Other graphical and visual elements can be safely positioned up to the adjoining Gray area.

Gray indicates **Clear Space**. The Gray area must be kept free of all other graphical and visual elements. The minimum required Clear Space is defined by the measurement 'G' (equal to the height of the uppercase letter G).



## Colours

Colors allow you to differentiate between things and objects and help orientate and communicate. Color recognition is one of the most important features of human perception.

The colors are precisely defined. **Other colors or shades of colors are not allowed.**

Except for the certain exceptions, see the page 14.



**RGB** R91 G149 B165  
**CMYK** C67 M29 Y30 K1  
#5B95A5  
**Pantone** 5483 C



**RGB** R103 G104 B104  
**CMYK** C59 M51 Y50 K20  
#676868  
**Pantone** 425 C

#### Primary Full Tone Colour

This is the primary logo to use, is main go-to version of the logo, except for limited exceptions below.



#### Full Tone Greyscale

The greyscale version can be used for higher quality, but still B/W print reproduction, where a finer halftone screen is used.



#### Social Media

Versions of the Social Media profile image. Such as: Twitter, Facebook, Instagram etc, ...



## Positive

The positive version of the logo may be used on backgrounds with a brightness value of 0%–20%.



## Negative

In all other cases, the logo is displayed in the negative, so may be used on backgrounds with a brightness value of 20%–100%.





Oxygen (Regular)

**Oxygen (Regular)\*** is the primary font used for the logotype/logo wording.

Oxygen (regular) should be used for all forms of standard body text, ranging from: stationery, brochures and all forms of general correspondence.

ABCDEF  
abcd123  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890!@£\$%^&\*()

Oxygen (Bold)

**Oxygen (Bold)\*** can also be used as the standard when stronger emphasis is needed, such as in: stationery, brochures and all forms of general correspondence.

ABCDEF  
abcd123  
ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890!@£\$%^&\*()

\* <https://fonts.google.com/specimen/Oxygen>

Do Not: Logomark

Do not resize or change the position of the logomark.



Do Not: Fonts

Do not use any other font, no matter how close it might look to Oxygen.



Do Not: Sizing

Do not use squish or squash the logo. Any resizing must be in proportion.



Do Not: Colour

Do not change the colours even if they look similar. Use the official colour specifications detailed in these guidelines.






Variations

Included are variations of the logotype that can be used inside the project. If you need additional ones, please request it and we'll provide it for you.

Font used for tagline is **Lato (Italic).**\*



	<b>RGB</b> R237 G153 B33 <b>CMYK</b> C5 M45 Y100 K0 #ed9921 <b>Pantone</b> 1495 C
	<b>RGB</b> R94 G171 B222 <b>CMYK</b> C59 M19 Y0 K0 #5eaadd <b>Pantone</b> 2915 C
	<b>RGB</b> R89 G163 B92 <b>CMYK</b> C69 M14 Y84 K1 #59a35c <b>Pantone</b> 7730 C

\* <https://fonts.google.com/?query=lato>

