



Context

Main objective of the project	Exchange of Good Practices
Project Title	S4Regions: Stride for stride for skills adaptation/anticipation in European Regions
Project Acronym	S4Regions
Project Start Date (dd-mm-yyyy)	01-09-2019
Project Total Duration	36 months
Project End Date (dd-mm-yyyy)	31-08-2022
National Agency of the Applicant Organisation	ES01 Servicio Español para la Internacionalización de la Educación (SEPIE)
Language used to fill in the form	English

For further details about the available Erasmus+ National Agencies, please consult the following page:

<https://ec.europa.eu/programmes/erasmus-plus/contact>



Project Summary

Please provide a short summary of your project. Please recall that this section (or part of it) may be used by the European Commission, Executive Agency or National Agencies in their publications. It will also feed the Erasmus+ Project Results Platform.

Be concise and clear and mention at least the following elements: context/background of project; objectives of your project; number and profile of participants; description of activities; methodology to be used in carrying out the project; a short description of the results and impact envisaged and finally the potential longer term benefits. The summary will be publicly available in case your project is awarded.

In view of further publication on the Erasmus+ Project Results Platform, please also be aware that a comprehensive public summary of project results will be requested at report stage(s). Final payment provisions in the contract will be linked to the availability of such summary.

According to Cedefop's publication "Insights into Skill Shortages and Skill Mismatch" (January 2018), four out of ten employers in Europe are struggling to find people with the right skills. In a labour market heavily impacted by Industry 4.0 and SDG commitment (2 million employments will be created by the latter), and the rise of soft skills as a new area of interest in terms of qualifications, differences between skills offer and demand have widened. Therefore, there is a crucial need for education and training systems to identify, anticipate and teach skills that are suitable for future needs, rather than to catch up with technological, demographic and environmental changes after they have happened. Vocational Education and Training (VET) is crucial to teach students, adults and workers the necessary skills and will therefore have a significant impact on the future of work.

For all these reasons and with the objective of aligning the education and training provision with regional smart specialisation strategies (S3), the Stride for Stride project will work on building up the concept of Regional Skills Ecosystems. Seven regions (Catalonia, Basque Country, Tuscany, Brittany, Varaždin, Västra Götaland and Hordaland) in six European countries will improve their capacity to identify skills needs and adapt their training provision accordingly. And this process needs to be done by engaging four main axes: public authorities, education centres (VET in this case), companies and the individual.

Four workshops corresponding to the four steps of skills governance (adaptation, anticipation, transmission and use) will be organised in Florence, Gothenburg, Bergen and Barcelona between 2019 and 2021, with a double European-regional perspective that allow all the previously mentioned actors build together skills intelligence systems by means of exchanging their experiences (both through workshops and study visits) and taking part in multi-stakeholder open discussion hubs. These workshops will be attended by international regional representatives who wish to learn on the ground from each others' success stories and share their own, but also by local/regional stakeholders who will contribute to dialogue to build strong skills ecosystems based on the skills governance process.

In this sense, the Stride for Stride project will add an international aspect to regional success stories, with a two-folded innovative aim:

1. Tackling skills intelligence and forecasting at regional level to build regional skills ecosystems, and
2. involving all relevant actors featured in the quadruple helix interaction system to help building powerful skills intelligence tools, not only as external "validators" of the process, but as an intrinsic part of it.

A regional perspective for skills challenges mapping and forecast is of utmost importance to tackle the new opportunities that industry 4.0, SDGs and soft skills relevance are already opening in Europe. Regions allow a closer contact with citizens and are in a privileged position to assess



territorial economic, labour and well-being needs, including lifelong and lifewide learning opportunities. This project will also serve as a starting point for the development of exhaustive territorially-aware assessment tools that complement existing ones such as Cedefop's national skills forecasts and OECD skills outlooks.



Applicant Organisation

PIC	Legal name	Country
964524254	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA	Spain

Partner Organisations

No	PIC	Legal name	Country
1	941650878	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium
2	998823842	REGIONE TOSCANA	Italy
3	999651640	VASTRA GOTALANDS LANS LANDSTING	Sweden
4	940489400	GOTEBORGSREGIONENS KOMMUNALFORBUND	Sweden
5	943154184	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain
6	947979934	Hordaland fylkeskommune	Norway
7	950225678	HARDANGERRADET IKS	Norway
8	911704165	VARAZDINSKA ZUPANIJA	Croatia
9	942758521	Srednja skola "Arboretum Opeka"	Croatia
10	944438367	Srednja strukovna skola	Croatia
11	952793365	REGION BRETAGNE	France
12	986220244	ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA	Italy

Project Budget Summary

Budget Items	Grant
Project Management and Implementation	99000.00 EUR
Transnational Project Meetings	20680.00 EUR
Learning, Teaching, Training Activities	53940.00 EUR
Exceptional Costs	23000.00 EUR
Total Grant	196620.00 EUR

Transnational Projects Meetings

ID	Meeting Title	No. of Participants	Grant (EUR)
1	Kick off meeting in Brussels	7	4025.00 EUR
2	Second project meeting	7	4025.00 EUR
3	Third Project meeting	7	4025.00 EUR
4	Fourth Project Meeting	7	4395.00 EUR
5	Fifth and Final meeting	7	4210.00 EUR
Total			20680.00 EUR

Learning, Teaching, Training Activities

ID	Activity Type	Travel Grant	Grant for Exceptional Costs for Expensive Travel	Individual Support Grant	Linguistic Support Grant	Grant (EUR)
C1	Short-term joint staff training events	5775.00 EUR	0.00 EUR	7632.00 EUR	0.00 EUR	13407.00 EUR
C2	Short-term joint staff training events	5670.00 EUR	0.00 EUR	7632.00 EUR	0.00 EUR	13302.00 EUR
C3	Short-term joint staff training events	5905.00 EUR	0.00 EUR	7632.00 EUR	0.00 EUR	13537.00 EUR
C4	Short-term joint staff training events	6380.00 EUR	0.00 EUR	7314.00 EUR	0.00 EUR	13694.00 EUR
Total		23730.00 EUR	0.00 EUR	30210.00 EUR	0.00 EUR	53940.00 EUR

Exceptional Costs

ID	Description and Justification	Grant
1	interpreter for training workshop/study visits	5000.00 EUR
2	interpreter for training workshop/study visits	5000.00 EUR
3	Interpreter for training workshop/study visits	5000.00 EUR
4	Renting premises for organising workshop 2/study visits	3000.00 EUR
5	Interpreter for training workshop/study visits	5000.00 EUR
Total		23000.00 EUR

Budget per Participating Organisation

Organisation	Country of Organisation	Grant (EUR)
DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA	Spain	31077.00 EUR
ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium	11422.00 EUR
REGIONE TOSCANA	Italy	17608.00 EUR
VASTRA GOTALANDS LANS LANDSTING	Sweden	20143.00 EUR
GOTEBORGSREGIONENS KOMMUNALFORBUND	Sweden	10754.00 EUR
DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	16896.00 EUR
Hordaland fylkeskommune	Norway	17773.00 EUR
HARDANGERRADET IKS	Norway	10924.00 EUR
VARAZDINSKA ZUPANIJA	Croatia	14369.00 EUR
Srednja skola "Arboretum Opeka"	Croatia	9122.00 EUR
Srednja strukovna skola	Croatia	9122.00 EUR
REGION BRETAGNE	France	16741.00 EUR
ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA	Italy	10669.00 EUR

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA

Budget Items	Grant
Project Management and Implementation	18000.00 EUR
Transnational Project Meetings	2485.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	5592.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	5000.00 EUR
Total Grant	31077.00 EUR

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2300.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	2372.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	11422.00 EUR

REGIONE TOSCANA

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2300.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	3558.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	5000.00 EUR
Total Grant	17608.00 EUR

VASTRA GOTALANDS LANS LANDSTING

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2300.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	3093.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	8000.00 EUR
Total Grant	20143.00 EUR

GOTEBORGSREGIONENS KOMMUNALFORBUND

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	0.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	4004.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	10754.00 EUR

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	3060.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	7086.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	16896.00 EUR

Hordaland fylkeskommune

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2485.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	3538.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	5000.00 EUR
Total Grant	17773.00 EUR

HARDANGERRADET IKS

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	0.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	4174.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	10924.00 EUR

VARAZDINSKA ZUPANIJA



Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2875.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	4744.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	14369.00 EUR

Srednja skola "Arboretum Opeka"

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	0.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	2372.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	9122.00 EUR

Srednja strukovna skola

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	0.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	2372.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	9122.00 EUR

REGION BRETAGNE

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	2875.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	7116.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	16741.00 EUR

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA

Budget Items	Grant
Project Management and Implementation	6750.00 EUR
Transnational Project Meetings	0.00 EUR
Intellectual Outputs	0.00 EUR
Multiplier Events	0.00 EUR
Learning, Teaching, Training Activities	3919.00 EUR
Special Needs Support	0.00 EUR
Exceptional Costs	0.00 EUR
Total Grant	10669.00 EUR

Timetable

Note that Transnational Project Meetings, Intellectual Outputs, Multiplier Events and Learning, Teaching and Training activities will be listed in this table automatically once you have created them in the dedicated section of the form.

ID	Activity Type	Starting Period	Description
1	Transnational Projects Meeting	10-2019	Kick off meeting in Brussels
2	Transnational Projects Meeting	05-2020	Second project meeting
3	Short-term joint staff training events	05-2020	Workshop 1: Skills Anticipation
4	Transnational Projects Meeting	10-2020	Third Project meeting
5	Short-term joint staff training events	10-2020	Workshop 2: Skills Adaptation
6	Transnational Projects Meeting	05-2021	Fourth Project Meeting
7	Short-term joint staff training events	05-2021	Workshop 3: Transmission
8	Transnational Projects Meeting	10-2021	Fifth and Final meeting
9	Short-term joint staff training events	10-2021	Workshop 4: Use



Participating Organisations

Please note that the PIC code is a unique identifier for the organisation within the whole Erasmus+ Programme. It should be requested only once per organisation and used in all applications for all Erasmus+ actions and calls. Organisations that have previously registered for a PIC should not register again. If an organisation needs to change some of the information linked to the PIC, this can be done through [the Participant Portal](#).

Applicant Organisation

PIC	964524254
Legal name	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA
Legal name (national language)	
National ID (if applicable)	decret 421/2006
Department (if applicable)	
Acronym	
Address	VIA AUGUSTA 202
Country	Spain
P.O. Box	
Postal Code	08021
CEDEX	
City	BARCELONA
Website	http://xtec.gencat.cat/ca/projectes/mobinternacio nal/
Email	
Telephone	+34935516900
Fax	

Profile

Type of Organisation	Regional Public body
----------------------	----------------------



Is your organisation a public body?

Yes

Is your organisation a non-profit?

Yes

Associated Persons

Legal Representative

Title

Gender

Male

First Name

Joan-Lluís

Family Name

Espinós Espinós

Department

Position

Director General

Email

dgfpierre.educacio@gencat.cat

Telephone

+34934006900

Preferred Contact

No

If the address is different from the one of the organisation

No

Contact Person

Title

Gender

Female

First Name

Maria

Family Name

Pascual Garcia

Department

Position

Responsible of Programms and Projects unit.

Email

mobilitatfp.educacio@gencat.cat

Telephone

+344006900



Preferred Contact	Yes
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Female
First Name	Lina
Family Name	Camprubi Santasusana
Department	
Position	Advisor
Email	lina.camprubi@gencat.cat
Telephone	+34934006900
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Male
First Name	Oscar
Family Name	Chueca Segura
Department	
Position	Advisor
Email	oscar.chueca@gencat.cat
Telephone	+34934006900
Preferred Contact	No

If the address is different from the one of the organisation

No

Background and Experience

Please briefly present your organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The Generalitat de Catalunya (Government of Catalonia) is structured in different ministries responsible for the various areas of government. The Departament d'Educació (Regional Ministry of Education) is the administrative body of the Government of Catalonia in education matters and is responsible for the proposal and implementation of general non-university educational policy, training and recruiting trainers and the management of training centres.

The Direcció General de Formació Professional Inicial i Ensenyaments de Règim Especial (DGFPIERE) is a part of the Regional Ministry of Education of the Government of Catalonia. In close co-operation with local companies and professional associations, the Regional Ministry of Education of the Government of Catalonia sets up training programmes for IVET students and supports training centres. It deals with all the actions involving school-enterprise links. It has the control on 45% of the pedagogical curricula for VET.

It also coordinates the compulsory work placement of all the vocational students in the country. It holds the responsibility of all the work placements and exchanges for the 400 Vocational Training Centres of the region. That means approximately 50,000 students involved in work placements. The Departament promotes addressed to the training centres and has made possible that in the last 6 years over 2.500 students have been involved in transnational experiences all over Europe, in programmas such POCTEFA, Lifelong Learning Program and Erasmus+.

An online platform, qBID, created by the Catalan Ministry of Education together with the General Council of Chambers of Commerce facilitates the process of homologating companies for hosting VET students and guarantees the appropriate quality conditions required.

The Direcció General de Formació Professional Inicial i Ensenyaments de Règim Especial (DGFPIERE) has an ongoing quality programme which helps and supports public VET providers of Catalonia to define, establish, implant, and keep their own management system based on the values of quality. Currently this Project support 143 centers, 94 of which are certified by ISO 9001 and 15 in EFQM adapted in Catalonia and named e2cat.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

During the last few years the Departament d'Educació has modularized the structure of the VET curricula, which allows for an easier implementation of the recognition of competences gained in various ways, including non-formal and informal education or learning outcomes gained in other systems during mobility experiences. Moreover, much work has been done towards the validation of training delivered in different contexts, making it easier for the end user to (re)join the educational system.

This Regional Ministry has a large experience in participating in other EU programmes and initiatives, such as: INTERREG, POCTEFA, Leonardo da Vinci (mobility, development and transfer of innovation), Erasmus, Erasmus+ and other European Commission calls. It also issues an annual call for applications for regional mobility projects, enabling around 1000 Catalan students and 40 trainers per year to gain transnational experiences. The Departament d'Ensenyament has also been involved in a number of European project in the field of ECVET experimentation (OPIR, RECOMFOR, etc.)

On the other hand, The Direcció General de Formació Professional Inicial i Ensenyaments de Règim Especial (DGFPIERE) has had a unit for international projects for more than 15 years, as the creation of regional policies to boost interregional and international mobility has been a priority for the General Direction for Vocational and Specialised Studies.

In addition, The Department d'Educació promotes European mobility projects addressed to the training centres, specially to their students and staff.

The results of the implementation of those policies and actions have been very positive, increasing substantially the number of mobility exchanges in Catalonia, and enabling the creation of 5 nets of training centers where guidance and counselling on how to internationalise vocational studies and help VET training centers participate in EU initiatives and programmes is given. Nearly 200 VET training centers participate in those and in the last 5 years over 2.500 students have been involved in transnational experiences all over Europe.

Last but not least, the Departament d'Educació has designed a new website which will improve the dissemination of all VET providers interested in expanding mobility exchanges. Foreign VET providers will easily get in contact to them thanks to this dynamic online platform.

The members of staff who will participate in the project are very experienced in managing international projects. Also, thanks to the online way of working this unit has, the staff members who will participate in the project are used to working with web tools, creating new ones according to the project needs and also, they are used to working in the European context.

Maria Pascual is responsible for the area of international programmes for VET at the General Direction for VET at the Ministry of Education of the Government of Catalonia. She has got wide experience in the management and coordination of European projects in the frame of different EU programmes and initiatives (POCTEFA, LEONARDO DA VINCI, ERASMUS, VET mobility projects addressed to trainees, EQF levels 4 and 5, both in student's mobility for study and work placement. Participated in the Transfer and Development of innovation projects in the field of Validation of Competences, ECVET, etc.)

Lina Camprubí is project manager at at the Ministry of Education of the Government of Catalonia at the Ministry of Education of the Government of Catalonia. Former professor and tutor of the computer science vocational field group at VET and HE. She has experience in the management of Erasmus pool mobility projects, especially in those including staff mobility, and also an experienced advisor on the eQbid software and the relationships between the company and the training centres for the workplacements of VET students and apprentices. Language skills in English (C1).

Oscar Chueca is project manager at at the Ministry of Education of the Government of Catalonia at the Ministry of Education of the Government of Catalonia. Former professor and tutor of the computer science vocational field group at VET and HE. He carried out Erasmus + management, follow-up and advisory projects, and has participated in three Key Action 2 projects (TLQ, KTT and Techpedia) with several European partners. He has collaborated as an expert in the competitions of VET CATSKILLS, SPAINSKILLS and EUROSKILLS in various editions. He has also carried out startup and follow-up activities for KA102 and KA103 (company approval and student certification visits in Internships). Europass validator functions of the Autonomous Community of Catalonia. Language skills in English (B2).

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-ES01-KA103-049395
Applicant/Beneficiary Name	DEPARTAMENT D'ENSENYAMENT GENERALITAT DE CATALUNYA
EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-ES01-KA102-049477
Applicant/Beneficiary Name	DEPARTAMENT D'ENSENYAMENT GENERALITAT DE CATALUNYA
EU Programme	POCTEFA
Year	2016
Project Identification or Contract Number	EFA097/15PyireneFP

Applicant/Beneficiary Name

DEPARTAMENT D'ENSENYAMENT
GENERALITAT DE CATALUNYA

EU Programme

POCTEFA

Year

2016

Project Identification or Contract Number

EFA001/15 TRANSFERINN

Applicant/Beneficiary Name

Azaro Fundazioa

EU Programme

Erasmus+

Year

2017

Project Identification or Contract Number

2017-1-FR01-KA202-037379

Applicant/Beneficiary Name

ASSOCIATION POUR LE DEVELOPPEMENT
DE LA FORMATION PROFESSIONNELLE
DANS LES TRANSPORTS

EU Programme

Erasmus+

Year

2017

Project Identification or Contract Number

2017-1-ES01-KA103-036946

Applicant/Beneficiary Name

DEPARTAMENT D'ENSENYAMENT
GENERALITAT DE CATALUNYA

EU Programme

Erasmus+

Year

2017

Project Identification or Contract Number

2017-1-ES01-KA102-037014

Applicant/Beneficiary Name

DEPARTAMENT D'ENSENYAMENT
GENERALITAT DE CATALUNYA

EU Programme

Erasmus+

Year

2016

Project Identification or Contract Number	2016-1-ES01-KA102-024824
Applicant/Beneficiary Name	DEPARTAMENT D'ENSENYAMENT GENERALITAT DE CATALUNYA
EU Programme	Erasmus+
Year	2016
Project Identification or Contract Number	2016-1-ES01-KA103-023917
Applicant/Beneficiary Name	DEPARTAMENT D'ENSENYAMENT GENERALITAT DE CATALUNYA
EU Programme	Erasmus+
Year	2016
Project Identification or Contract Number	2016-1-FR01-KA201-024047
Applicant/Beneficiary Name	FREREF
EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-FR01-KA202-048134
Applicant/Beneficiary Name	Ministère de l'éducation nationale. Rectorat d'Aix-en-Marseille
EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-BE02-KA202-046847
Applicant/Beneficiary Name	Provinciaal Onderwijs Vlaanderen Pedagogische Ondersteuning- POV
EU Programme	Erasmus+

Year	2018
Project Identification or Contract Number	2018-1-ES01-KA202-050359
Applicant/Beneficiary Name	Cambra Oficial de Comerç , Indústria, Serveis i navegació de Barcelona
EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	600984-EPP-1-2018-1-IT-EPPKA2-SSA
Applicant/Beneficiary Name	Sistemi Formativi Confindustria
EU Programme	Erasmus+
Year	2017
Project Identification or Contract Number	585162-1-2017-1-IT-EPPKA3-VET-APPREN
Applicant/Beneficiary Name	CONFINDUSTRIA EMILIA ROMAGNA

Partner Organisations

PIC	941650878
Legal name	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL
Legal name (national language)	EARLALL
National ID (if applicable)	478458834
Department (if applicable)	
Acronym	
Address	RUE DES DEUX EGLISES 27
Country	Belgium
P.O. Box	

Postal Code	1000
CEDEX	
City	BRUXELLES
Website	http://www.earlall.eu
Email	
Telephone	+3222854552, +3222854510
Fax	

Profile

Type of Organisation	Accreditation, certification or qualification body
Is the organisation a public body?	No
Is the organisation a non-profit?	Yes

Associated Persons

Legal Representative

Title	
Gender	Female
First Name	Cristina
Family Name	Uriarte
Department	Departamento de Educación - Gobierno Vasco
Position	Consejera de Educación
Email	earlall@earlall.eu
Telephone	+3222854552
Preferred Contact	No
If the address is different from the one of the organisation	No



Contact Person

Title	
Gender	Female
First Name	Noelia
Family Name	Cantero
Department	
Position	Business Manager
Email	noelia.cantero@earlall.eu
Telephone	+3222854552
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

EARLALL is an international non-profit association registered in Belgium and established in 2001 under the initiative of regional authorities willing to build a solid cooperation in the field of lifelong learning.

Today, EARLALL counts on 13 full member regions, as well as on a group of observers (integrated by universities, public institutions, and sector-related entities), which represent over 100 million people across Europe. EARLALL's goals are cooperation and attention to raising the role and visibility of regional and local authorities in the field of lifelong learning at European and international level. The network is well rooted both at the EU level and locally, has managed to establish itself as key player in the eyes of its public, and counts today over 3.000 recipients for regular dissemination activities.

Members, observers and partners are actively involved in the life of the organisation through their participation in meetings, technical working groups specialised in particular issues, thematic seminars and other events. The Secretariat in Brussels ensures the day-to-day management and provides information and briefings on EU policy, cooperates with stakeholders, releases reports, handbooks, project information and results, and helps members with the exchange of good practices, partner search and dissemination of projects and events.

EARLALL, with regional and local authorities from all around Europe as engaged and committed members, makes a natural dissemination partner and a one-of-a-kind platform for searching and sharing best practices. Given the associative nature of the organisation, the most sought activities among its members and other regional authorities are dissemination of project results, the share of best practices, and the update on policy measures.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

VET is one of the most impellent themes at the European level and EARLALL shares the values that underpin its importance. EARLALL's members are indeed education departments of the regional ministries in charge of VET, adult education and lifelong learning. Since its very establishment, EARLALL has worked ceaselessly towards the implementation of VET policies, organising seminars (2009, 2012, and 2013) and producing position papers (the last one, in 2017, and one is, at present, in preparation).

In 2008, EARLALL created an open system to facilitate the sharing of VET practices (SMOC), and to promote and facilitate policy learning and policy transfer processes among regional governments.

Since 2011, EARLALL's working group on mobility and VET aims at strengthening the role and weight of vocational education and training in adult education. More specifically: international approach of schools / VET schools & individual advancement of VET students (international professional competences, language, social skills and intercultural competence).

Starting from 2015, and more concretely in 2016, EARLALL has stepped up the collaboration with other similar organisations, with the result of a new ground-breaking position paper with partners in FREREF, titled "Mobility in VET and apprenticeships." The paper was presented and acclaimed at the First European Vocational Skills Week in December 2016.

During the last years, EARLALL has carried out a number of projects funded by various EU programmes, as project partner and as co-ordinator. Thus, it is experienced in the contractual, formal, financial and time management of projects, as well as in the dissemination, exploitation and promotion of project results.

In the field of VET, EARLALL is currently participating in the Erasmus+ KA2 project VET in Urban Centres (2018-2020), focused on developing sustainable urban centres with an active involvement of vocational education and training through cooperation among regions and the involvement of education centres. In the end of 2018, the BOOST to it! VET's CLIL Erasmus+ KA2 was launched to foster content and language integrated learning in VET centres and apprenticeships, and also counts on the participation of EARLALL, as well as the KEYMOB (Erasmus+ KA2) project, fostering mobility in VET. The organisation is in charge of these projects' dissemination strategy, website, newsletters, printed materials, and identification of target groups.

Ms. Noelia Cantero is the Business Manager of EARLALL, being in charge of managing the association, supporting members and organising political and technical meetings. She represents the organisation in international meetings and maintains relations with members and partners in EU projects. She holds a Law degree and a MA in European Studies from the College of Europe in Bruges. Prior to joining EARALL, Noelia set up and directed an education and training consultancy firm. She also worked for a European network (Coimbra Group of Universities) and for the Murcia Region Office in Brussels. She has also experience in working with the EU institutions as external expert. Noelia has over nineteen years' experience in working with EU policies and programmes in the fields of education, training and research. Noelia speaks fluent Spanish, English and French.

Mr. Luis Miranda is a Communication & Project Officer at EARLALL, being in charge of disseminating the organisation's activities and managing its website and social media accounts. He

also contributes to project development and monitoring. He holds a Translation & Interpreting degree, and prior to joining EARLALL he had worked in the fields of youth, education, communication and publications. Luis speaks fluent Spanish, English and French.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+ KA2
Year	2016
Project Identification or Contract Number	2016-1-DE02-KA204-003388
Applicant/Beneficiary Name	Volkshochschulverband Baden-Württemberg e.V
EU Programme	EaSI PROGRESS
Year	2018
Project Identification or Contract Number	VP/2016/015/0162
Applicant/Beneficiary Name	Västra Götalands Läns Landsting
EU Programme	Erasmus+ KA3
Year	2018
Project Identification or Contract Number	590189-EPP-1-2017-1-DE-EPPKA3-PI-FORWARD
Applicant/Beneficiary Name	Volkshochschulverband Baden-Württemberg e. V.
EU Programme	Erasmus+ KA2
Year	2018
Project Identification or Contract Number	2017-1-NO01-KA202-034209
Applicant/Beneficiary Name	Hordaland Fylkeskommune

EU Programme	Erasmus+ KA2
Year	2018
Project Identification or Contract Number	2018-1-BE02-KA202-046847
Applicant/Beneficiary Name	Provinciaal Onderwijs Vlaanderen

EU Programme	Erasmus+ KA2
Year	2018
Project Identification or Contract Number	2018-1-ES01-KA202-050359
Applicant/Beneficiary Name	Cambra Oficial de Comerç, Indústria, Serveis i Navegació de Barcelona

Partner Organisations

PIC	998823842
Legal name	REGIONE TOSCANA
Legal name (national language)	RT
National ID (if applicable)	CF01386030488
Department (if applicable)	
Acronym	
Address	Palazzo Strozzi Sacrati - Piazza del Duomo 10
Country	Italy
P.O. Box	
Postal Code	50122
CEDEX	
City	FIRENZE
Website	www.regione.toscana.it
Email	
Telephone	+390554383400

Fax +390554385021

Profile

Type of Organisation Regional Public body

Is the organisation a public body? Yes

Is the organisation a non-profit? Yes

Associated Persons

Legal Representative

Title Mr.

Gender Male

First Name Guido

Family Name Cruschelli

Department DIREZIONE ISTRUZIONE E FORMAZIONE - SETTORE "Programmazione in materia di leFP, Apprendistato, Tirocini, Formazione Continua, Territoriale e Individuale"

Position Manager

Email guido.cruschelli@regione.toscana.it

Telephone +394383991

Preferred Contact No

If the address is different from the one of the organisation No

Contact Person

Title Ms.

Gender Female

First Name Miriana



Family Name	Bucalossi
Department	DIREZIONE ISTRUZIONE E FORMAZIONE - SETTORE "Programmazione in materia di leFP, Apprendistato, Tirocini, Formazione Continua, Territoriale e Individuale"
Position	Head of VET Policies and European Projects Unit
Email	miriana.bucalossi@regione.toscana.it
Telephone	+394382433
Preferred Contact	Yes
If the address is different from the one of the organisation	Yes
Address	Piazza dell'Unità Italiana
Country	Italy
P.O. Box	
Postal Code	50123
CEDEX	
City	Florence

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Tuscany Region is a Public Regional Authority with legislative, administrative, and financial autonomy.

It is responsible, on a regional level, for policies including Education, Employment, Economic Development, Social issues, Healthcare, Agriculture and Environment.

It is a regulatory Institution for VET and it manages the Public Employment Services System (from now onward PES) within its territory according to National and Regional law. Within the network of regional employment public centres (PES) career and vocational guidance activities are provided for different social groups (people with disabilities, unemployed, women, minority ethnic people, ex-prisoners, youth at risk of school dropout, Neet).

Tuscany Region has an active role in accreditation, certification, qualification and recognition of skills, knowledges and competencies in training system (formal, non-formal, informal) with reference to both Regional Qualification Framework (RQF) and National Qualification Framework (NQF).

Tuscany Region is Managing Authority for structural funds, such ESF and ERDF, a fundamental tool for planning socio-economic policies in the region. Indeed, they help determine planning strategies by making possible additional investments that have a strong impact at regional level. The use of structural funds translates into infrastructure modernisation, aid to enterprises, fighting against youth unemployment, protecting the environment and measures to mitigate climate change.

For the 2014-2020 ESF programming period, concerning training, Tuscany Region is devoting particular attention to updating skills that were required for better implementation of the production system's innovation processes, especially through dual systems and work-based learning.

For Tuscany Region, within the framework of Regional Law n. 32/2002, skills adaptation/anticipation is a high priority with a specific focus on the potential repercussions that technological innovations in the production process, commonly evoked with the term Industry 4.0, are producing and will produce in the future on the skills needed by the labour market. Tuscany Region is strongly committed in the refining of the governance of its skills anticipation and matching system as in a context of dynamic and complex labour markets, gathering intelligence on current and future skill needs can support better matching of training and jobs. In fact, a better understanding of labour market needs and skills matching is strategic because of both rapid technological advances and global competition. Skills matching can also help reduce unemployment, particularly among young people. It helps build a better life for individuals by improving employability, social mobility and inclusion.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

Tuscan productive system is not yet considered by strong digitalization processes: it does not know them, it is not able to bear the costs or it does not see the economic convenience. In fact, only a small proportion of companies express training needs consistent with the acquisition of digital skills. Through IRPET Tuscany Region is carrying out an extensive research on the so called "VET 4.0" and on the potential repercussions that the technological innovations of the production process, Industry 4.0, are producing and will produce in the future on the skills needed by the future workforce. The analysis also evaluates the degree of exposure of human capital to changes induced by the fourth industrial revolution and quantifies, as far as possible, the potential for replacing the occupied workforce. The digital revolution certainly offers numerous opportunities, creating new jobs that did not exist before, but at the same time brings with it the destruction of a certain type and number of jobs that put at risk a non negligible slice of jobs.

The issue of mismatch, from the point of view of the production system, is mainly attributed to the inadequacy of skills and, secondly, to the reduced number of candidates, particularly in terms of production activities and technical skills. It is perceived as problematic by the clear majority of Tuscan companies (60%). Among these stands out tourism, which claims to be dissatisfied with the candidates' skills because they are searching for more skilled ones. There is also a small group of companies (16%), belonging to key sectors of the regional economy, with great difficulty in covering open positions for specific professionals. These are mainly companies of metal-mechanics and logistics, sectors exposed to technological transformations typical of the fourth industrial revolution, but also of leather goods, an expression of Made in Italy that sees in Tuscany the presence of large multinational luxury brands and combines traditional skills with a organization of advanced production and marketing. The probability of encountering real difficulties in recruitment is positively correlated with the greater exposure to digitalization processes: for this segment of companies - although still a minority in the regional labor market - the demand for skills linked to the fourth industrial revolution does not always find adequate satisfaction.

As a comprehensive labour market information system is the backbone of any education and employment strategy and skills matching is a complex and dynamic process involving multiple stakeholders making multiple decisions at different times (individuals and their families, as they make decisions regarding their own education and training; education, training and labour market policy makers, as they decide on the configuration of education and training systems, employment policies and investments; training institutions, as they make decisions on the type and content of the training courses to be delivered; and employers, as they take decisions on how to train workers and use skills), for Tuscany Region studying different methodologies which can generate a sufficient knowledge of labour markets is strategic and essential for a reliable and comprehensive overview of skills demand and matching in order to avoid or minimize skills mismatch. Furthermore, Tuscany Region is willing to share its labour market information system and the mix of different methods used to investigate skill shortages in order to improve the effectiveness of VET activities which help to reduce the mismatch of competences.

Involved staff:

MIRIANA BUCALOSSI, PROJECT MANAGER. Master Degree in Economics and Banking at University of Siena. She is Person in charge of "VET Policies and European Projects" Unit at Regione Toscana, some of her main task are: Apprenticeships Policies planning coordination, ESF Policy making and development. Evaluation of VET and ALMPs policies and activities (ex ante, ex post), Evaluation of learning outcomes. She is accredited as "Expert in Learning Outcomes Evaluation" at Regione Toscana LO's Evaluator Experts Register since 2007. She has been Project

manager for Regione Toscana in several EU Funded projects, among which Erasmus Plus SECTOR SKILLS ALLIANCES EwasteR, Erasmus Plus Apprenticeship HUBs in agro-food sector.

DANIELA COLLIGIANI. Degree in Law at University of Florence. Some of her main tasks are: EU Programs, ESF, National Programs activities coordination, evaluation and planning, with reference to VET and ALMPs. She has a Qualification certificate "Expert in law and Community Funding". She is accredited as "Expert in Learning Outcomes Evaluation" at Regione Toscana LO's Evaluator Experts Register. She is now Administrative for Regione Toscana in Erasmus Plus Apprenticeship HUBs in agro-food sector Project (Project number: 2018-1-HR01-KA202-047505).

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	ERASMUS +
Year	2018
Project Identification or Contract Number	2018-1-HR01-KA202-047505
Applicant/Beneficiary Name	AGRRA - Agencija za ruralni razvoj Zadarske zupanije

EU Programme	ERASMUS +
Year	2014
Project Identification or Contract Number	554341-EPP-1-2014-1-IT-EPPKA2-SSA
Applicant/Beneficiary Name	ERIFO

Partner Organisations

PIC	999651640
Legal name	VASTRA GOTALANDS LANS LANDSTING
Legal name (national language)	VGR
National ID (if applicable)	2321000131
Department (if applicable)	
Acronym	

Address	REGIONENS HUS
Country	Sweden
P.O. Box	000
Postal Code	462 80
CEDEX	
City	VANERSBORG
Website	
Email	
Telephone	+4631630661, +4631630581
Fax	

Profile

Type of Organisation	Regional Public body
Is the organisation a public body?	Yes
Is the organisation a non-profit?	No

Associated Persons

Legal Representative

Title	Ms.
Gender	Female
First Name	Helena
Family Name	Lundberg Nilsson
Department	Department of Regional Development
Position	Regional Development Director
Email	helena.l.nilsson@vgregion.se
Telephone	+46706630918



Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	Dr.
Gender	Male
First Name	Joacim
Family Name	Waara
Department	Data and analysis
Position	Policy Advisor, Labour Supply and Demand
Email	joacim.waara@vgregion.se
Telephone	+46722396807
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Region Västra Götaland (VGR) is the county council governing the territory Västra Götaland, a district covering 49 municipalities in south west Sweden, with approximately 1.7 million inhabitants. The number of employees at VGR adds up to 55 000, and the main mission is to provide health care for the regional population. The region is, however, responsible for a range of issues, as part of a regional development strategy that emanates from a national government mandate. The regional development responsibilities cover areas such as culture, public transport, economic growth and sustainable development. VGR works to increase the regional appeal and competitiveness, and to strengthen the long-term competitive edge. Specifically, in sectors where the region has got a competitive advantaged. To create, and maintain, a competitive edge the region collaborates with numerous external actors such as Business region Gothenburg, West Sweden chamber of commerce, regional universities and other educational institutions, labour market organisations, the Swedish public employment service and the four associations of local authorities in Västra Götaland (The task of these associations is to promote co-operation over municipal borders and provide a forum for the exchange of ideas and experience within the region.)

A field of specific interest in the regional development strategy is the labour market. Right now, Västra Götaland, as well as the lion share of all Swedish regions, struggles to balance the labour supply with the labour demand, due to an excess demand for labour. If the labour supply does not match the regional, and sector specific, labour demand, the region will most likely lose its competitive edge, and an economy wide stagnation might follow. Thus, one challenge for VGR is to ensure that business as well as the public sector have access to supply of labour that is satisfying both in quantitative and qualitative terms. This means that all available labour resource must be mobilised, for instance unemployed immigrants, and that young adults are equipped with skills needed to work in sectors with excess demand for labour. A full gamut of efforts and actions must be put into place to ensure that the aggregated, and individual, matching between workers skills and employers' demand is working properly.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

As mentioned, labour market issues are one of the prioritized areas of concern in VGRs regional development strategy. The Data and analysis unit at VGR conducts research on a variety of labour market related issues and participates in regional and national net-works where information, knowledge and experiences are shared.

PhD Joacim Waara will be the project coordinator, on behalf of VGR. Waara is currently responsible for analysis regarding supply and demand for labour and immigrant labour market integration. At this moment he is conducting studies such as long-term changes in post high school education, immigrant labour market integration, supply and demand for labour in food production and manufacturing, labour productivity and the potential consequences of labour shortage for the Västra Götaland economy. Waara has a background as lecturer and researcher at Centre for European Research as well as the School of business, economics and law at the University of Gothenburg. His research primarily dealt with labour market issues, such as long-term changes of supply and demand for labour and immigrant labour market integration. The studies conducted contained both regional and national, as well as comparative international perspectives, and was published in monography's, anthologies and peer-review journals.

John Åke Andersson is an economist and participates in studies regarding a wide range of labour market related issues as well as regional economic growth and sustainable development. He has a background as a research assistant, from the department of Economics, at the School of business, economics and law, University of Gothenburg, and from the financial sector.

These two participants from VGR brings a wide range of skills to the table, in terms of labour market analysis and forecasts. Their background as economists equips them with skills necessary to understand, and study, skill anticipation and matching mechanisms in the labour market. Besides that, the VGR organisation offers an environment with numerous staff members working in fields of interest for the present project.

The third person from VGR represents the unit for R&D and Education. One of the main tasks for this unit is to coordinate the mission from the government to develop regional boards for skills supply in all four sub regions in Västra Götaland (GR being one of these four). The focus of the work is also promoting, funding and coordinating initiatives, regional cooperation and projects in the field of skills anticipation, preventing early school leaving, validation/ recognition of prior learning and labour market integration.

Mrs Eva-Lena Ekman is responsible for the regional development committee's program for education and the labor market. The program aims at supporting and to co-fund regional initiatives such as reduction of the number of school dropouts, breaking exclusion, increasing interest in post-secondary studies and creating conditions for increased matching in the labor market. Eva-Lena is working closely to stakeholders as municipal associations and authorities. She has a Bachelor of Economics as a major from Stockholm University and have studied the Master's program in politics and economics. She has worked at the Ministry of Education and Culture and for seven years at the Swedish ESF Council.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	FP7-PEOPLE-2013-COFUND
Year	2014
Project Identification or Contract Number	608743
Applicant/Beneficiary Name	Region Västra Götaland

EU Programme	EaSI -Employment and social inclusion
Year	2018
Project Identification or Contract Number	VS 2017/0437FIER -Fast track Integration in European Regions
Applicant/Beneficiary Name	Region Västra Götaland

EU Programme	Horizon 2020
Year	2017
Project Identification or Contract Number	754412 Mobility for regional Excellence 2020
Applicant/Beneficiary Name	Region Västra Götaland

Partner Organisations

PIC	940489400
Legal name	GOTEBORGSREGIONENS KOMMUNALFORBUND
Legal name (national language)	GOTHENBOURG REGION ASSOCIATION OF LOCAL AUTHORITIES
National ID (if applicable)	2220000265
Department (if applicable)	



Acronym	
Address	ANDERS PERSONSGATAN 8
Country	Sweden
P.O. Box	
Postal Code	416 64
CEDEX	
City	GOTEBORG
Website	www.grkom.se
Email	
Telephone	+46313355000, +46708385618
Fax	

Profile

Type of Organisation	Local Public body
Is the organisation a public body?	Yes
Is the organisation a non-profit?	Yes

Associated Persons

Legal Representative

Title	Mr
Gender	Male
First Name	Fredrik
Family Name	Zeybrandt
Department	
Position	Director
Email	fredrik.zeybrandt@goteborgsregionen.se

Telephone +46313355020

Preferred Contact No

If the address is different from the one of the organisation No

Contact Person

Title Ms.

Gender Female

First Name Johanna

Family Name Redelius

Department Education

Position Team leader / Education worklife

Email johanna.redelius@goteborgsregionen.se

Telephone +46313355036

Preferred Contact Yes

If the address is different from the one of the organisation No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The Gothenburg Region (GR), with approximately 200 employees, is a co-operative organization consisting of thirteen municipalities in western Sweden. The Gothenburg Region Association of Local Authorities is also one of the four regional associations of local authorities in Västra Götaland. The member municipalities are Ale, Alingsås, Göteborg/Gothenburg, Härryda, Kungsbacka, Kungälv, Lerum, Lilla Edet, Mölndal, Partille, Stenungsund, Tjörn, and Öckerö. Combined, the population of these municipalities adds up to 1 million. The association main task is to promote co-operation across municipal borders and provide a forum for the exchange of ideas and experience within the region. GR focuses on issues such as: regional planning, environment, traffic, labour market, welfare and social services, competence development, education and research.

Lifelong learning is a regional success factor, an example of cross-border cooperation. Nowhere else in the educational field in Sweden has such progress been made in regional cooperation as in the 13 member municipalities of the Göteborg Region Association of Local Authorities (GR). It is not just a matter of municipalities in collaboration, where Region Västra Götaland (VGR), Business Region (BRG) and GR are important forces, but also an interaction with industry and commerce, Gothenburg University and Chalmers University of Technology. They attract investments, grow and develop, which is of great importance for the creation of a sustainable welfare system. Investments in lifelong learning are important but can be costly. By collaboration regionally in the educational systems it can contribute to higher quality at a lower cost. The cooperation is thus based on giving private individuals better prospects and the region's stakeholders manifest added value. Today it covers all school forms – from preschool to adult education.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

In the Göteborg region, there is an extensive collaboration between educational providers at municipal level. Culture and leisure recognize no municipal borders. A good climate of collaboration between the region's thirteen municipalities is a basic condition for favourable and sustainable development. Collaboration and cooperation across municipal borders and between different administrations and organisations generate the conditions required for the Göteborg region to remain a dynamic region. It creates good requisites for development and sustainable welfare.

The Göteborg region has formed a competence council to strengthen the region's attractiveness and ensure the right skills supply. The competence council consists of several strategic partners working with competence supply in the Gothenburg region. Together, the members collaborate on the supply of skills in the region at an overall level, for all industries and regardless of the economic situation. The GR also cooperates with various industry skills, training and program councils and one important task is also to influence policy making at regional and national level.

The members of the Council exchange ideas, experiences and knowledge, which benefits both regional cooperation and the work of the organization itself. The Council works jointly to present letters of intent, to initiate, plan and implement joint development initiatives and activities within the provision of skills, and to make and disseminate analyses and statistics on a local/regional level. The Council also takes responsibility for the establishment of industry-specific competence councils when needed.

Examples of organizations who participate in the regional competence council are:

- The Swedish Public Employment Service
- Labour market and adult education, Gothenburg City
- Business Region Gothenburg
- Chalmers University of Technology
- Enterprises
- Gothenburg University
- The Swedish Trade Union Confederation (LO) in West Sweden
- The West Sweden Chamber of Commerce

The competence supply issue is not a development area that standing alone, but requires strategic collaboration to solve the challenges of an entire region. A balanced labour market where growth and sustainability are as obvious ingredients as being inclusive and equal, is rather the result of the existence of clear strategies and visions in several related areas. Examples of such development work that either are or have been part of GR's activities are:

- Coordination of school and working life.
- Work in networks where the municipalities and labour market representatives of various issues are included.
- Work to strengthen the municipalities education vocational guidance activities.
- Creating statistics of the application rates for the schools in the region
- Coordination of statistics on skills and training needs and regional consultation of education planning.
- Projects to reduce school drop out/ disrupted studies, with a particular focus on gender equality, accessibility and non-discrimination.
- Preparation of procedures for accrediting professional knowledge through validation and recognition of prior learning

- College activities within Healthcare and Technology and Industry. (VET and HVET in close cooperation with employers)
- Process support, competence development and training of staff in labour market on behalf of the member municipalities.

GR will participate as a partner in strategic supply of skills and exchange of experience, involving:

- a project leader. GR's project manager has long experience of the issue, competence supply at both strategic and operational level through collaboration between school and working life. The project manager has experience of coordinating, communicating and creating participation in order to be able to make the conclusion further.
- an expertise in Vocational Training in the collaboration between education and working life/labour

Johanna Redelius is chief of a department at (GR)School Working Life with strategic and long-term competence. The assignment is about developing and increasing collaboration between school and working life, study and vocational guidance as the entire school's responsibility and entrepreneurship in the school at both local, regional and national level. Johanna has been a project manager for GR's major strategic projects. One example is College Väst, a large ESF-project together with Region Halland and the municipal associations within the VG-region. Furthermore, I also project GR Samsyv - everyone's responsibility, a project focusing on study and vocational guidance as the entire school's responsibility.

Marie Egerstad is chief of the adult education at GR. It means that Marie is chief for the organization which is coordinating vocational education and training for 13 municipalities. Marie has worked as manager of the adult education in different municipalities for several years, and has a background as a principal of adult education.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Lifelong Learning Programme
Year	2013
Project Identification or Contract Number	2013-1-SE1-LE003-15440
Applicant/Beneficiary Name	Gothenburg Region

EU Programme	Erasmus +
Year	2015
Project Identification or Contract Number	2015-1-UK01-KA201-013607
Applicant/Beneficiary Name	Buckinghamshire County Council

EU Programme	Erasmus +
Year	2015
Project Identification or Contract Number	2015-1-IT02-KA201-015052
Applicant/Beneficiary Name	Provincia Autonoma di Trento
EU Programme	Erasmus +
Year	2018
Project Identification or Contract Number	2018-1-UK01-KA201-048042
Applicant/Beneficiary Name	Buckinghamshire County Council

Partner Organisations

PIC	943154184
Legal name	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO
Legal name (national language)	HEZKUNTZA, HIZKUNTZA POLITIKA ETA KULTURA SAILA
National ID (if applicable)	
Department (if applicable)	Departamento de Educación
Acronym	
Address	KALEA DONOSTIA 1
Country	Spain
P.O. Box	
Postal Code	01010
CEDEX	
City	VITORIA GASTEIZ



Website

<http://www.hezkuntza.ejgv.euskadi.eus/r43-2591/es/>

Email

Telephone

+34945018434, +34688670536

Fax

+34945018336

Profile

Type of Organisation

Regional Public body

Is the organisation a public body?

Yes

Is the organisation a non-profit?

Yes

Associated Persons

Legal Representative

Title

Ms

Gender

Female

First Name

Cristina

Family Name

Uriarte

Department

Education

Position

Minister

Email

c-uriartetoledo@euskadi.eus

Telephone

+34945016540

Preferred Contact

No

If the address is different from the one of the organisation

No

Contact Person

Title

Mr.



Gender	Male
First Name	Rikardo
Family Name	Lamadrid
Department	Education
Position	Director of Technology and Advanced Learning
Email	r-lamadrid@euskadi.eus
Telephone	+34945015528
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The Department of Education of the Basque Government has the faculties that are established by the law "Statute of Autonomy" concerning Education, in all its levels (from early childhood education to university) of formal education: general education; vocational education and training, arts and design, music and dance, sports and languages, and also the Department has competencies in non-formal education, in a lifelong learning perspective, particularly in relation to those learning activities that imply the achievement of higher qualifications.

The Basque Government Department for Education is committed with the objectives set by the European strategy ET2020 and the educational attainment level and participation rates in education and training are fulfilling the EU benchmarks for education in 2020. According to EUROSTAT and EUSTAT (Basque Statistics Service) in the Basque Country:

- 99% of children participate in early childhood education;
- the rate of early leavers from education and training aged 18-24 in 2017 was 7,0%;
- 55,1% of people aged 30-34 in 2017 had completed some form of higher education;
- 13,2 % of adults participated in lifelong learning in 2017;
- In the current academic year 2018-19, the number of students enrolled in non-university general education and vocational training are the following, by education level:
 - Infant education: 85,958; Primary education: 131,426; Compulsory secondary education: 85.577; Basic VET: 4,609; Baccalaureate: 30,425; VET Intermediate level: 15,055; VET Higher grade: 22,101; Adult Education: 23,977

In the past academic year 2016-17, 66,286 students were enrolled in university studies.

Concerning academic staff, at non-university levels 44,772 teachers, and at university studies 5,855.

TKNIKA, under the Deputy Ministry for Vocational Training of the Department of Education, is the centre for innovation and applied research in VET. The VET Technological Innovation System promoted by TKNKA seeks to support society and especially SMEs in the challenge posed by competing for high added value. It is based on the Basque Government's Specialisation Policies, which establish priorities, and is rolled out under the Basque Vocational Training Plan through the VET centres and TKNKA. The VET Technological Innovation System, by means of watch and competitive intelligence, works for the design, development, implementation and transfer of innovative products and services of high added value to VET centres, and from thence, to the business sector, through a dynamic, open to collaboration and establishing alliances between VET centres and companies, which facilitates the creation of networks, teamwork, creativity and sustainability.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

The Basque VET system counts with 45 VET public centres, 32 of them integrated VET centres, offering initial VET for young people but also continuous VET for unemployed people or workers who need to improve their qualifications. Besides, there are 30 VET private centres which contribute also to the Basque VET system.

In the academic year 2018/19, there are 41,765 young students of VET, 15,055 in Vocational Upper Secondary Education and 22,101 in Higher Vocational Training. The Basque Government is strengthening the apprenticeship system in order to accelerate the VET students' skills development, connected to strategic professional sectors in the region. In the academic year 2017/18, 1,122 companies in the Basque Country participated in Dual VET programs, 1,913 students and 97 VET centres. Within 2020, the objective for the Basque Government is that the %50 of VET students to be in a Dual VET program and more than 5,000 companies to be involved in the apprenticeship system. Active entrepreneurship is also one of the strategic fields. During the last 10 years, more than 700 companies have been set up by VET students. For 2020, it is foreseen to set up around 360 companies more. The aim is to promote companies with growth potential, especially in the industrial sector, and with stronger technological basis.

Concerning the quality system, 3 priority needs have been identified within the scope of at VET centres: 1. Facilitate the analysis, prioritization and definition of improvement plans in regards to transformations taking place at VET centres; 2. support in managing generational replacement; 3. support in innovation and improvement for centres and management. In November 2016, EFQM approved the management model carried out in Basque VET System. On the basis of its own management excellence framework, can now award EFQM awards in VET (EFQM _ HOBBIDE) to those centres that exceed the levels of requirement. Currently, VET centres in the Basque Country are working together with 256 companies in applied innovation projects and for 2020 the objective is to cooperate with 1.500 companies.

Besides, the Department of Education of the Basque Government has a large experience in the field of the assessment and recognition of professional competences acquired by work experience or non-formal or informal training. The procedure for this purpose is managed in cooperation with the Department of Employment and Social Policies of the Basque Government, and is based mainly on the network of integrated VET centres (32 centres in the Basque Country). Around 2,200 people, every year, are assessed and get their competences recognized.

The Department of Education of the Basque Government has a large experience in participating in EU programs and initiatives: INTERREG, POCTEFA, Leonardo da Vinci, Erasmus, Erasmus+ and other European Commission calls. Concerning mobility of VET students and VET teachers, around 1,100 students have a 3 months mobility and more than 120 teachers per year to gain transnational experiences.

Rosario Diaz de Cerio is Head of Unit at the Technology & Advanced Learning Directorate of the Department of Education of the Basque Government. She is in charge of information and guidance services in VET centres, training of VET teachers and trainers and European programmes for Education. She coordinates a team of 10 people working in her Unit. She has more 20 years of experience on International projects.

Jon Labaka is Director of the Area of Applied Innovation in VET at TKNIKA, under the Vice Ministry for Vocational Training of the Basque Government. He works directly with a network of VET centres (32) and he is in charge of taking care of updating, maintaining and optimising systems, the centres' connectivity and IT infrastructures, so that they can fully optimise and use the possibilities that they offer. He also is in charge of coordinate and give priority to the fields in which the cooperation with SME companies is to be developed concerning the applied innovation projects. It begins with an initiative surveillance, prioritization and selection process, which are then carried out through different programs, and then ends by transferring the results to rest of vocational training centres and SMEs. He coordinates a team of 12 people working at his Area.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+
Year	2017
Project Identification or Contract Number	590192-EPP-1-2017-1-DE-EPPKA3-PI-FORWARD
Applicant/Beneficiary Name	Department for Education – Basque Government
EU Programme	Erasmus+
Year	2017
Project Identification or Contract Number	2017-1-ES01-KA202038021
Applicant/Beneficiary Name	TKNIKA – Department for Education – Basque Government
EU Programme	Erasmus+
Year	2016
Project Identification or Contract Number	2016-1-UK01-KA201-024302
Applicant/Beneficiary Name	TKNIKA – Department for Education – Basque Government

Partner Organisations

PIC	947979934
Legal name	Hordaland fylkeskommune
Legal name (national language)	Hordaland County Council
National ID (if applicable)	938626367
Department (if applicable)	Career Hordaland
Acronym	
Address	Agnes Mowinckelsgate 5
Country	Norway
P.O. Box	7900
Postal Code	5020
CEDEX	
City	Bergen
Website	www.hordaland.no
Email	
Telephone	+47 55 23 90 00
Fax	

Profile

Type of Organisation	Regional Public body
Is the organisation a public body?	Yes
Is the organisation a non-profit?	No

Associated Persons

Legal Representative

Title	Mr
Gender	Male

First Name	Bård
Family Name	Sandal
Department	Department of Regional Development
Position	Director
Email	bard.sandal@hfk.no
Telephone	+4797051716
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	Mr
Gender	Male
First Name	Kjell Helge
Family Name	Kleppestø
Department	Career Hordaland
Position	Senior Manager
Email	kjell.helge.kleppesto@hfk.no
Telephone	+4799717156
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Career Hordaland is a department under Hordaland county municipality, organized in three departments located on Stord, in Knarvik and in Bergen. Our mandate is to offer professional, public and free career guidance to all adults over the age of 19 in Hordaland, this is enshrined in Hordaland County's "Regional Plan for Competence and Labor". A county-wide career guidance guide is a relatively new and unique offer for adult residents in Hordaland. We are currently 9 employees with different educational and experience backgrounds, some have long experience with career guidance, others are fresh in this discipline.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

We are skilled and professional career guidance counselors, and have experience working with a variety of users, from 19 to seniors. Our users have a variety of challenges like newcomers to our country, adults in danger of falling out of the labour market, those without work, those with low education level, but also highly educated (PhD) who struggle to get into the labour market. We work both individually, but also in groups. We also facilitate and endorse education for other practitioners from other public services, like Norwegian Labour service, secondary and high school teachers/counselors.

We can offer how to use career guidance strategically as a tool to meet the regional and national needs of continuous changing labour market demands. We can offer insight in how to work closely both with the educational system and labour market. We have extensive knowledge about Hordaland region, and have decentralised service, using also e-guidance tools to reach all citizens. Career Hordaland has recently sent Erasmus+ application related to work integration of refugees and e-guidance, reply not received yet.

Kjell Helge Kleppstø, head of Career Hordaland, will be the key person involved in this project. He manages a staff of 8 counselors. He has master degree in pedagogy, and 14 years experience in the field of career guidance. He is Hordaland county council's coordinator and representative in the Career Guidance Partnership in Norway. He has been (2018) member of Ministry of Education's working group for proposing National Quality Framework for career guidance in Norway. He is co-writer for "Educational choice – career learning and coping with life" (2017). This is a textbook targeting both teachers and teacher students, and is now a part of curriculum at some universities in Norway. He will participate in CEDEFOP- EESC PLF on upskilling pathways, a vision for the future. He has also experience from several Erasmus+ mobility projects and has wide network within career guidance in Europe, Singapore and Australia.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

No

Partner Organisations

PIC

950225678

Legal name	HARDANGERRADET IKS
Legal name (national language)	HARDANGERRADET
National ID (if applicable)	980045412
Department (if applicable)	
Acronym	
Address	KRAFTVERKBYGGET
Country	Norway
P.O. Box	000
Postal Code	5782
CEDEX	
City	KINSARVIK
Website	www.hardangerraadet.no
Email	
Telephone	+4753671450, +4790944980
Fax	

Profile

Type of Organisation	Regional Public body
Is the organisation a public body?	Yes
Is the organisation a non-profit?	No

Associated Persons

Legal Representative

Title	Mr
Gender	Male
First Name	Jostein

Family Name	Eitrheim
Department	
Position	Director
Email	jostein@hardangerraadet.no
Telephone	+4747669524
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	Ms
Gender	Female
First Name	Trude Lægreid
Family Name	Rinaldo
Department	
Position	Senior Advisor
Email	trude@hardangerradet.no
Telephone	+4748954550
Preferred Contact	Yes
If the address is different from the one of the organisation	Yes
Address	-
Country	Norway
P.O. Box	78
Postal Code	5782
CEDEX	Kinsarvik
City	Kinsarvik

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The Hardanger Council, founded in 1989, is a regional political council representing 7 municipalities of Eidfjord, Granvin, Jondal, Kvam, Odda, Ullensvang and Ulvik, in the south east part of Hordaland county, West Norway. The region Hardanger borders the Hardangerfjord for a distance of approximately 150 km, and has a population of 25 000 inhabitants. The Hardanger Council has 2 employees.

The Hardanger Council's formal authorities are:

- The Hardanger Council of 7 mayors
- The Hardanger Parliament of 7 Aldermen
- The Chief officer forum of 7 chief officers
- The Hardanger Youth Council of 7 Youth leaders

The main task of the Hardanger Council is to strengthen the region, is to enhance structured cooperation, facilitating processes for development and decision making. These areas are our main priority:

- Policy coordination: Strengthen the identity of Hardanger by develop form of cooperation between municipalities, business, school and culture. Be a driving force and follow up with regional and national authorities. Providing hearing statements on behalf of municipalities in Hardanger when natural and appropriate. Be the link between national government, Hordaland county council and the Hardanger region council.
- Business development, economic activity in Hardanger and coordinate services for business in Hardanger. Use existing resources in the region for developing Hardanger on economical, VET and other education, cultural and social aereas.

As a regional actor in Hardanger for the 7 municipalities HC is coordinating, facilitating regional development in Hardanger. A main priority is to secure right skills for future industry needs and enough employees to meet them in line with regional needs of industry 4.0 and soft skills. Establishing an educational path in the Hardanger region for the tourist industry is a important part of this priority. The strategy is dialog and cooperation between education, businesses, municipalities, Hordaland County Council and regional partners. Hardanger has a long history and substantial growth potential especially within hydro power industry, fruit growing and tourism.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

As a regional actor in Hardanger for the 7 municipalities HC is coordinating, facilitating, influencing, and have influence on development, with the regional development competence in line with regional needs. HC can influence policy and political decision in the region.

Our responsibility is to make Hardanger a strong region for the future. Right skills and enough employees are the most important matters to do so.

Our vision is right skills for the right job at the right time. This is demanding and therefore HC have to be in the front of future demands, eg. the

Industry 4.0 and soft skills. The strategy is dialog, meetings and cooperation between school, business and regional partners. Dialog with new partners is powerful. The result we expect is the right skills for the right job and enough employees to meet the needs.

This will give an outcome of regional development by growth in the industries because they get the skilled employees they need. Hardanger is a region with an enormous growth potential, especially with High power industry and Tourism. Our greatest challenge is employees with the right skills. This is something we are focusing on from different angels and enviroment's in the region.

Our experience :

A) Secretariat for "Arena for competence Hardanger Voss". The director of HC Jostein Eitrheim is the leader of "Arena for competence Hardanger

Voss" The overall objective is stated in regional plan for competence and labour in Hordaland 2017: Better balance between supply and demand for expertise and labor in Hordaland through a binding cooperation between the business sector, the public and educational sector.

Main goals for the work: Labour market in Hordaland must have a necessary competence to be able to meet future restructuring needs as Industry 4.0 and soft skills. Labour market shall have access to sufficient and relevant labor to be able to maintain operations and expand as needed.

The Inhabitants of Hordaland shall have sufficient access to professional, public and free career guidance, with emphasis on career education, during the life.

Mandate for local cooperation arenas are: Have an overview of the local labor and education market Capture local competence needs and contribute to the host development of relevant educational offerings; share good projects / "best practices"; contribute to updated career guidance; contribute to apprenticeships and learning companies; giving input to "Competence Forum Hordaland" on issues that cannot be solved locally; important with mapping the business sector's need for competence; it is important to look at links between VET and securing the schools apprenticeships. The economic sector shall be represented in the group.

B) Erasmus+ Mobility Slovenia fall 2018, with main topic:"How to target education and VET to get the skills we need for the tourism and High power industry in our region."

Result from the project is that we are now working for:

- Development of education for tourism industry in Hardanger, the region has lack of skilled workers.
- It is important to secure decentralised upper secondary school education in Hardanger.

VET also want to match other necessary professions. These we will find through dialogue and sharing knowledge. Then the school can start to build the education.

The key persons involved in the project will be:

- Jostein Eitrheim, director of Hardanger Council. He is also leader for "Cooperation arena for education in Hardanger and Voss region": He is a senior with bachelor in transport economics with wide experience from working in the Hardanger region. Eg. 30 års experience as leader in public sector, transport business and in economic development. As part of this, 25 years experience with international tourist and transport organisations. He has recently participated in a Erasmus+ mobility project with Slovenia focusing on tourism.

- Trude Rinaldo is the secretary/adviser in Hardanger Council. She has education within tourism and catering from Norway and Switzerland and has wide experience from working in the the tourism industry. She is also owner of a restaurant business and has on-the-spot knowledge about the challenges and needs for future skills in this sector. She has coordinated two EEA-grants projects within administrative competence and one Erasmus+ Mobility Staff project with topic:"How to target education and VET in Hardanger to get the right skills for future tourism and hydro power industry in our region."

Hardanger Council will bring in competence and knowledge about needs and strengths in a smaller region concerning future needs for competence and skills in the labour marked. They are therefore equipped to exchange experiences and have political influence to implement best practices and further develop European cooperation to reach common goals in line with this project.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+ mobility
Year	2017
Project Identification or Contract Number	2017-1-NO01-KA1 16-0340004
Applicant/Beneficiary Name	Hordaland County Council
EU Programme	EEA/Norway grant
Year	2016
Project Identification or Contract Number	NoNOR-LT10-7
Applicant/Beneficiary Name	Hordaland County Council
EU Programme	EEA/Norway grant
Year	2017

Project Identification or Contract Number

 NOR-LT10-WRM-0
 1-K-02-010

Applicant/Beneficiary Name

Hardanger Council

Partner Organisations

PIC

911704165

Legal name

VARAZDINSKA ZUPANIJA

Legal name (national language)

VARAZDIN COUNTY

National ID (if applicable)

2628210

Department (if applicable)

Department for Education, Culture and Sport

Acronym

Address

FRANJEVACKI TRG 7

Country

Croatia

P.O. Box

Postal Code

42000

CEDEX

City

VARAZDIN

Website

www.vzz.hr

Email

Telephone

+38542390533

Fax

Profile

Type of Organisation

Regional Public body

Is the organisation a public body?

Yes

Is the organisation a non-profit?

Yes



Associated Persons

Legal Representative

Title	Mr
Gender	Male
First Name	Radimir
Family Name	Čačić
Department	
Position	County Prefect
Email	zupan@vzz.hr
Telephone	+38542390555
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	Ms
Gender	Female
First Name	Silvija
Family Name	Ladić Fischer
Department	Department of Education, Culture and Sport
Position	Advisor for Development Programs
Email	Silvija.ladic-fischer@vzz.hr
Telephone	+38542390511
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Varaždin County is one of 21 regional self-government units in Croatia, located in the north-western part of the country. Administratively, it has 6 cities and 22 municipalities. Varaždin County today represents an important Croatian region with intense industrial and commercial activities. Significant characteristic of Varaždin County geographical position is the border with the Republic of Slovenia and proximity to the borders with Austria and Hungary. It is one of the territorially smaller, but at the same time one of the most densely populated Croatian counties.

Varaždin County has a network of business zones, developed business infrastructure, financial markets and many incentive policies for investors. It has 110 employees.

According to the Act on Regional and Local Self-Government the County is responsible on local level for sectors: education, health care, spatial planning, economic development (incl. Support for SMEs), transportation, infrastructure, medical, and social/cultural institutions.

The County is the founder of 33 primary schools (10.000 pupils) and 13 high schools, of which 10 are vocational schools (with 5224 pupils and 738 teachers).

The County also provides and co-finances transportation for high school pupils and for students, scholarships, and helpers in process of education in primary and secondary school for pupils with special needs.

It also organises and financially supports centres of excellence in mathematics, physics, chemistry, entrepreneurship, biology, the Croatian language, new technology, communicology and information technology (attended by cca.750 students every year). These are aimed at achieving improved results in the national competitions and university entrance examinations.

In framework of the aim to increase the life quality for all citizens, the county constantly works to improve technical education standards in schools (robotics/CNC machines, ICT equipment, international cooperation between schools, pupils' cooperatives, eco-schools, institute for lifelong learning, international baccalaureate etc.)

Varaždin County has ISO 9001:2015 certificate in the area of development of regional self-government by creating public policies.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

Varaždin County, together with vocational schools actively working on the establish of vocational centers for certain occupations and their connection with companies in the environment. The aim is to ensure greater employment and occupations for regional companies. From this school year, based on the decision of the Ministry of Education of the Republic of Croatia, the Vocational Education Act, the National Strategy of Education, Science and Technology and the Vocational Education and Training System Development Program 2016-2020. the Secondary school "Arboretum Opeka" Marčan and the Varaždin Medical School were awarded the status of competence Center. The aim of the competence centers in Croatia is to align the education system with the needs of the labor market and to introduce a dual model of vocational education.

Our interest in the project proposal is to develop a range of tools and opportunities for further development of the VET model, exchanging and utilizing the experience of other partners in the project. Likewise, we will present the model of vocational education in Croatia using the experiences of two secondary vocational schools (School "Arboretum Opeka" in Marčan and Vocational Secondary School Varaždin). Erasmus projects that have different goals are already being implemented in these schools and they are jointly designing guidelines for a dual system of vocational education in the agriculture, service, textile, wood and food industries, graphic design and use of IT tehnologije in vocational schools.

Representatives (teachers) from the two mentioned schools will actively participate in the drafting of working documents through the experience of their schools.

Varaždin County wants through the project to develop:

1. a model of involvement and participation of parents and wider community in the process of developing vocational education systems,
2. development of IT support in vocational education and its use through "classrooms of the future",
3. Inclusion and assistance to students from socially vulnerable groups in the vocational education process.

Project participants:

Sanja Herceg, Varaždin County, Deputy of the head in education department; responsible for implementing the Center for Excellence in Varaždin County - working with talented students from mathematics, informatics, biology, chemistry, physics, Croatian language, entrepreneurship and new technologies. The centers of excellence of the Varaždin County are one of the 24 appointed European centers for gifts students in Europe. Work on the planning programs and implementation of student enrollment in secondary schools; harmonization of the enrollment plans with the needs of the labor market, cooperation with the Croatian Chamber of Crafts and the Chamber of Commerce; the implementation of a high school enrollment campaign and the implementation of students' County level competitions in general subjects and vocational disciplines.

Robert Kelemen, Varaždin County, IT expert, Experience in planning, developing and implementing computer applications and databases. Implementation and administration of information systems.

Consortium member in project TEMPUS JEP_IB 40042_2005 Courses for Institution Building in Croatia – eGovernment. Experience as a team member in different workgroups and projects
Silvija Ladić Fischer, Varaždin County, advise for development programs. Experience of about 19 years in applying and managing EU projects (Cards, Interreg, SF, Erasmus, etc.), in the field of

education and assistance to socially vulnerable groups (Roma population, refugee groups, helpers in school for pupils with special needs, etc.)

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus + K1 (Youth Mobility)
Year	2014
Project Identification or Contract Number	2104-1-UK01-KA105-000298
Applicant/Beneficiary Name	The Access to Sport Project,, London (UK)
EU Programme	European Social Fund (OP "Human Resources Development")
Year	2015
Project Identification or Contract Number	UP.03.2.1.01.0010
Applicant/Beneficiary Name	Varaždin County
EU Programme	European Social Fund (OP "Human Resources Development" 2014-2020)
Year	2016
Project Identification or Contract Number	UP.03.2.1.02.0016
Applicant/Beneficiary Name	Varaždin County
EU Programme	European Social Fund (OP "Human Resources Development" 2014-2020)
Year	2017
Project Identification or Contract Number	UP.03.2.1.03.0034
Applicant/Beneficiary Name	Varaždin County

EU Programme	Erasmus+ KA2
Year	2016
Project Identification or Contract Number	2016-1-AT-01-KA202-016667
Applicant/Beneficiary Name	Jugend am Werk Steiermark GMBH Graz

EU Programme	European Fund for Funding - FEAD and the State Budget of the Republic of Croatia
Year	2017
Project Identification or Contract Number	Contract no. 22
Applicant/Beneficiary Name	Varaždin County

EU Programme	Europe for Citizens
Year	2017
Project Identification or Contract Number	594943-CITIZ-1-2017-2-AT-CITIZ-NT
Applicant/Beneficiary Name	Land Steiermark

EU Programme	European Social Fund (OP"Human Resources Development" 2014-2020)
Year	2017
Project Identification or Contract Number	UP.01.3.1.01.0032
Applicant/Beneficiary Name	Varaždin County

Partner Organisations

PIC	942758521
Legal name	Srednja skola "Arboretum Opeka"
Legal name (national language)	Srednja škola "Arboretum Opeka"

National ID (if applicable)	070001642
Department (if applicable)	
Acronym	
Address	Vinička 53
Country	Croatia
P.O. Box	
Postal Code	42207
CEDEX	
City	Marčan
Website	www.ss-arboretumopeka-marcan.skole.hr
Email	
Telephone	+38542722131
Fax	+38542722131

Profile

Type of Organisation	School/Institute/Educational centre – Vocational Training (secondary level)
Is the organisation a public body?	Yes
Is the organisation a non-profit?	Yes

Associated Persons

Legal Representative

Title	
Gender	Female
First Name	Rajka
Family Name	Tršinski



Department	
Position	Principal
Email	rajka.trsinski@mtnet.hr
Telephone	+385994208440
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Female
First Name	Marina
Family Name	Šmidlehner
Department	
Position	Teacher, project manager
Email	marina.majhen@gmail.com
Telephone	+385981941445
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

"Arboretum Opeka" high school in Marčan is a vocational school. It was founded, by the decree of Varaždin District, on July 29 1958. as a vocational gardening school, situated in the vicinity of widely known (in Croatia and abroad) Arboretum. In total, school has 116 students, 39 teachers, 4 teacher associates, 4 vocational teachers, 3 vocational associates, a secretary and 2 accountants. In 2018 the school was declared as 'Regional Centre of Competence in Agriculture'. Centre's proprieties are innovative teaching methods and innovative learning model as well as hands-on based learning for more efficient inclusion of the students into job-market; recognition and inclusion of students with special needs and other vulnerable minority groups. It is the place where following factors are enabled: vertical mobility for continuous education, teacher's excellence, high quality infrastructure, constructive and creative cooperation with partners, public sector, commercial subjects and other institutions.

In our school students are getting education in two educational sectors:

- agriculture, nutrition, veterinary medicine
- hospitality and tourism

Within agriculture, nutrition and veterinary medicine sector we educate our students for the following professions: veterinary technician, agricultural general technician, florist, agronomy manager, gardening assistant (special needs students). In hospitality and tourism sector we educate our students for the following professions: cook, cook assistant and confectioner assistant (latter two are aimed towards special needs students).

In addition to theoretical and practical, the classes in our school are organized also as: elective, additional and complementary. Practical teaching is partially organized in state-of-the-art equipped cooking practicum and school's agricultural land (flower arranging practicum, dendrology arboretum, container station, greenhouses, orchard, vegetable garden, barns, apiary, medicine and aromatic herbs garden). Reconstruction and capacity increase of the school is planned within next few years. New technologies will be introduced in the production of: seed and plant materials, honey and pumpkin seed oil, fruit and vegetable driers, fruit juice equipment and distiller. Marketing space for promoting, packaging and labeling of RCK products will be arranged and equiped. On the school grounds a mechanic workshop will be build and current apiary will be reconstructed with optional selection of queen bees. Additional beehives will be introduced, suitable for mobile beekeeping. For a relatively small school we do have large land (11.81 ha.) where one can find not only for beforementioned practicums but also a school garden with over 300 different plant species and body of water next to rockery. Our school garden takes pride in its abundance and harmonious arrangement of plant species. A lot of students (many with special needs), and school employees work on managing and preserving of the school garden. Their persistence and effort yields magnificent results.

The school also implements education for adults who want to get credentials, retraining and training in agricultural and veterinarian professions and in accordance with goals of lifelong learning we encourage social inclusion and development of individual's own potential. The school accommodates teaching students with special needs. It is worth to point out that, in recent years, students, whose final grades from elementary education aren't satisfactory, are getting enrolled in our school. With great devotion and effort of our teachers, as well as students, their continuous advancement in learning is visibly measurable. Our students are often achieving high scores on national and international competitions, some are taking state graduation exams and after graduating some continue their education by enrolling in universities or colleges and some successfully take over family businesses within the field of their high school education.

We nourish tolerance towards differences and support fight against discrimination and violence on any basis: whether is national, religious, sexual or social. Our goal is the school as a safe place for



working, studying and growing up. Out of many activities in this field, we especially excel by joining in various humanitarian projects. For example, we were one of the first high schools in Croatia which took part in “Schools for Africa” initiative by UNICEF. Through this initiative we are collecting financial resources intended for children of Africa through various activities of particular classes. The students and the teachers of the school are often involved in various other humanitarian activities, either starting from helping individuals in need or participating in larger humanitarian projects (Youth against hunger, Caritas, Red Cross etc.) In 2002 we are recognized as international “Eko-school” as a result of numerous activities of the students and our em

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

The school is quite active in implementing national and international projects by participating as applicants or partners in projects. Completed projects:
IPA project: INVET (Innovative teaching methodology) – partner
LLP: Leonardo da Vinci: Learning outcomes in upper secondary florist education by using FlorCert as a quality assurance tool – partner
Erasmus+ KA1: New competencies of cultivation and application of ornamental plants – project holder; INTER-AGRO-FLORA – consortium partner; AGRO LIFE EUROPA – consortium holder; With Knowledge for a Better Tomorrow – consortium holder
Erasmus+ KA2: Florist E-learn book - partner
ESF: Flora+ - project holder; A Step Higher in Agriculture – project holder
Ministry of Agriculture – Modernization of Agricultural Machinery in "Arboretum Opeka" High School

The school also participates as a hosting institution to other EU countries within Erasmus + programme. In 2015 six students and one teacher from Slovenia (from dendrology field) and in 2016 four students and one adult companion from Slovakia (from the field of flower arranging) stayed at our school through mobility.

Through experiences we gained while carrying various projects, as holders or partners, we developed a good management in leading and financing the projects. Our project team, that meets the demands of EU projects in our school, constitutes of following members:
Rajka Tršinski, school's principal – person in charge, involved in all stages of the projects, supervising the team and project's operation, regularly attending seminars for principals, has completed education for EU project's managers, is personally involved in operations of the projects through collaboration with the students, their parents and targeted groups.

Project team's leader is Marina Šmidlehner, graduate engineer of agronomy and teacher of agricultural group of subjects, as well as leader of education for adults in the school and coordinator of "Eko-school". She led Erasmus+ projects with realized more than 150 students mobilities. She led ESF projects and she's continually improving in the field of writing, leading and operating of the projects through Webinars, workshops and education trainings. She is a member of "Association of European Gardening Teachers" which unites teacher-gardeners from different countries. Each year she participates in professional development seminars where she is realizing collaboration with other EU countries which joined us as partners on Erasmus+ and other projects.

Other members are a head of the accounting who is taking care of bookkeeping and accounting from the very beginning of implementation of EU projects in the school and is reporting the project's financial aspects to the team. Depending on the type of the certain projects, in project team are included and other teachers (vocational, foreign language and general education teachers) which are essential for carrying out the project. Likewise, we rely upon advises of those who had successfully carried out projects prior to ours but aren't members of this team. However, their skills and knowledge are a guarantee of the high quality of carrying out the project.

"Arboretum Opeka" aspires to contribute to the development of European strategies stated in the Europe2020 and Bruges Communique plans. We divide the needs of the school into three categories:

1. Quality of education – if we want to contribute to Europe as the most competitive market of the

world, we are aware that the quality of education is the first step in that direction. It has to keep up with the needs of the labour market and it has to be the initiator of new and better production technologies as well as it needs to implement IT technologies within teaching process.

2. Institutional network on national and international level – institutional connection on national and international level is essential: if we want to develop unified economy of the whole EU; and if we want that quality of education is satisfactory in all members of the EU.

3. Educational sector and the job market consolidation – emphasis of the teaching has to be in learning through work (hands-on experience) so that the students at the end of their education will be properly qualified for the inclusion in the labour market.

Through the project we want to develop an array of opportunities and mechanisms for the development of vocational education at our school.

“Arboretum Opeka” High School’s goal is to become a place of excellence for vocational education and training, which encompasses the implementation of learning based on work with new innovative technologies in production and learning which could contribute to higher quality of vocational education and training and its adjustment to the economy and labour market needs.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+ KA1
Year	2017
Project Identification or Contract Number	2017-1-HR01-KA102-035207
Applicant/Beneficiary Name	Secondary school “Arboretum Oprka”
EU Programme	Erasmus+ KA2
Year	2016
Project Identification or Contract Number	2016-SE01-KA202-022127
Applicant/Beneficiary Name	Floristernas Yrkesrad, Sweden
EU Programme	Erasmus+ KA1
Year	2016
Project Identification or Contract Number	2016-1-HR01-KA102-021776
Applicant/Beneficiary Name	Secondary school “Arboretum Oprka”

Partner Organisations

PIC	944438367
Legal name	Srednja strukovna skola
Legal name (national language)	Srednja strukovna škola
National ID (if applicable)	070001917
Department (if applicable)	
Acronym	
Address	Božene Plazeriano 4
Country	Croatia
P.O. Box	
Postal Code	42000
CEDEX	
City	Varaždin
Website	www.ss-strukovna-vz.skole.hr
Email	
Telephone	+38542492255
Fax	+38542492250

Profile

Type of Organisation	School/Institute/Educational centre – Vocational Training (secondary level)
Is the organisation a public body?	Yes
Is the organisation a non-profit?	Yes

Associated Persons



Legal Representative

Title	
Gender	Male
First Name	Dražen
Family Name	Košćak
Department	
Position	Principal
Email	drazen.koscak@gmail.com
Telephone	+38542492251
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Male
First Name	Vedran
Family Name	Ivanković
Department	
Position	Professor
Email	ivankovic.vedran@gmail.com
Telephone	+385955567669
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Vocational school in Varaždin dates back to the year 1886 when the so-called Apprentice school was first founded in Varaždin. Ever since the school has experienced relocations, upgrades and alteration of its name but all these years it has been known as a respectable educational institution for crafts and trades in the region of north-west Croatia.

Since 1 September 1992 the school has been operating under the name Vocational School and has continued the rich tradition of education in the crafts of Varaždin County. This school year there are 530 students aged between 14 and 18 years. They are trained in 32 classrooms, and 16 different vocational programmes some of them lasting for four and some for three years. The teaching staff comprises around 90 teachers and around 20 members of the support staff.

The students are educated in the following sectors: applied arts and design (graphic designer, clothing designer), food and meat processing (baker, butcher), protection services (security technician), wood (carpenter, wood industry designer), textiles and leather (tailor, cobbler, fashion technician) and personal services and other services (hairdresser, beautician, wallpainter, upholsterer). At the school there are also programmes for students with special needs (assistant baker, assistant carpenter).

The school is also attended by students with disabilities. For them we strive to enable successful socialization and involve them in as many school activities as possible. Within the school there is a sheltered workshop that employs people with disabilities, some of them our former students. We also offer programs in adult education as part of the lifelong learning programs.

An integral part of the school are well equipped workshops in the school's facilities where most of the students complete their practical training classes under the supervision and guidance of their teachers and mentors. In these school facilities they acquire all the necessary job-market-relevant skills needed to become successful young professionals and be competitive on the job market. Some of them also train in small businesses and crafts outside school.

At the school there are a carpentry workshop, a bakery, a hairdresser's practical training cabinet, a beautician's salon, a textile and leather training facility as well as training facilities in the field of applied arts and design.

There are also well-equipped general subjects classrooms, IT classrooms, chemistry and cosmetology labs, computer rooms, a library and a students' cafeteria.

The school offers all educational facilities necessary to ensure an effective learning surroundings and a friendly environment for social, intellectual and professional development of students and teachers.

Through the school's students cooperative some products and services are placed on the open market and in this way some income is generated. For example, our bakers produce bakery products on daily basis for the school's cafeteria where students and teachers can get a snack during their breaks. Also, the carpentry produces furniture for other schools in the area. In the sheltered workshop many different kinds of textile products are produced such as uniforms or protective clothing. A few years ago, the chemistry and cosmetology department have started the production of natural cosmetic products which have been recognized by the local Tourist board, exhibited at a few competitions and sold as souvenirs at various festivals in the region. Every school year our students take part in national and international competitions and have won awards and first places in wood sector, food, hairdressing and design. Hairdressers have won several important awards on various

festivals in the country and abroad.

The school is situated in the city of Varaždin, in north-west Croatia, the city known for its rich cultural and historic heritage which used to be Croatia`s capital in the 18th century. Today it is a city of about 50 000 inhabitants known as a economic, tourist,cultural, educational and political centre of the Northwest Croatia. Many of the students come from the nearby villages and some of them are disadvantaged for social-economic reasons. Teenagers come from different social environments and financial standing. For many of them the main source of education and personal development is the school. We strive to give the students a chance to be well educated, modern citizens of Europe.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

In the last 7 years we have cooperated with a few schools from Slovenia, Italy and the Netherlands within Erasmus +projects .Our teachers and students have so far participated in several regional projects funded by Ministry of Education, Ministry of Tourism and Ministry of Labour, but our main subjects of interest so far have been developing new methodologies and acquiring equipment in order to better teaching and training of students with disabilities. In the future our teachers are motivated to enable our students to experience something new, to broaden their horizons, to improve their language and people skills as well as to promote reasearch on topics which are not only professional oriented but which would enhance their general knowledge of the world. It is our aim to make the students and teachers appreciate more their European surrounding with its diversities and use their talents and potentials in gaining new skills and values. Also, we are very much interested in gaining insight into how practical training is being organized in other countries and take part in student exchange programmes.

The school is part of a public educational system, democratic and open, characterized by cooperation with local businesses and small crafts, tourist boards and local government. We encourage the spirit of initiative, creativity and promotion of the equal opportunities for all students which we believe can be achieved through open communication with all educational bodies.

The teachers to take part in this project are well-trained professionals in their fields and they are constantly taking part in professional development courses. All of them have so far participated in educational exchanges between European countries within the following programmes: Gruntvig, Leonardo da Vinci, Erasmus. By participating in these programmes, the teachers have achieved modern and innovative competences, new educational strategies which encouraged students to become more involved in the educational process. They have also developed high performances in studying foreign languages, intercultural education, environmental education and entrepreneurial education, but are willing to learn more and support their students in all activities crucial for the implementation of the project` aims.

Nikolina Vlahek, English teacher, is currently the coordinator of a project dealing with how to prevent students from dropping out of school and how to help them continue their education despite low motivation, lack of support or poor social and economic conditions. Participating in Erasmus and Grundtvig projects from 2014. In 2018 she participated in a workshop within a project dealing with improvement of training and apprenticeship opportunities for vocational school students in local small businesses and establishing better cooperation between schools and entrepreneurs based on Swiss model.

Vedran Ivanković, academic painter and Professor of art, has taken part in 24 projects under implementation, developing complete visual identity, and organizing a number of workshops as part of the project. He was a partner in the eTwinning project with which was bestowed the eTwinning Label, and project coordinator on three projects, one of them dealing with problems and use of social media as a tool to improve teaching and learning.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-EE01-KA229-047074_4
Applicant/Beneficiary Name	Narva Soldino Gumnaasium – Estonia
EU Programme	Erasmus+
Year	2018
Project Identification or Contract Number	2018-1-TR01-KA229-058282_2
Applicant/Beneficiary Name	Mevlana Technical and Vocational Anatolian High School Istanbul-Turkey

Partner Organisations

PIC	952793365
Legal name	REGION BRETAGNE
Legal name (national language)	
National ID (if applicable)	233500016
Department (if applicable)	
Acronym	
Address	283 AV GAL GEORGES PATTON CS 21101
Country	France
P.O. Box	000
Postal Code	35711
CEDEX	CEDEX 7
City	RENNES CEDEX 7
Website	www.bretagne.fr
Email	



Telephone	+33299271300, +33299271335
Fax	+33299271381

Profile

Type of Organisation	Regional Public body
Is the organisation a public body?	Yes
Is the organisation a non-profit?	Yes

Associated Persons

Legal Representative

Title	
Gender	Male
First Name	LOÏG
Family Name	CHESNAIS-GIRARD
Department	
Position	Président du Conseil Régional
Email	Tangi.DEROCHEFORT@bretagne.bzh
Telephone	+33222939850
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Male
First Name	Tangi

Family Name	De Rochefort
Department	Direction de l'emploi et de la formation tout au long de la vie
Position	Chef de projet emploi
Email	Tangi.DEROCHEFORT@bretagne.bzh
Telephone	+33222939850
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The regional Council of Brittany is the local authority of the region of Brittany for many different subjects:

- Economy
- Vocational Training
- Reserch and université
- Transports
- Harbors
- Tourism
- Navigation Channels
- Others

The region employs directly 4,000 people.

VET is a condition of occupational integration and business development.

The direction for Employment and Vocational Training All Lifelong is working on training for unemployed people. It build regional vocational training program. The aim is to be reactive in order to answer to the needs of the economy.

The direction is organised in three different parts :

Observation : observe the needs and speak with stakeholders : the economic representatives

Training Program : build the VET program

Territorial animation : animate the local partnership, build vocational training for the needs (of people or companies) which are not covered by the regional program.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

Currently, all the economics sectors express difficulty to find workforce. After ten years of economic crises, the return of economic growth is very sudden. Nobody is ready. Companies are not, people neither.

For example, two specific sectors where the Regional Council of Brittany is working hard are the following:

- Brittany is developing a new telecommunication infrastructure with optical fiber. It necessitates a lot of workers and new skills for many years, until at least 2030.
- The digital economic sector is very important for the regional economy and needs more skills. The traditional economic sectors (agriculture, industry, sea ...) also need new skills to transform themselves.

The process depends on the economic sector: the level of urgency and the involvement of companies. It depends on what is the problem. Jobs attractiveness? Is the vocational training offer in line with the needs? Do people know this opportunity? Do we choose the right people? ...

With regard to fiber optics, the problem was that we were opening a training session with the business partnership, but people were not coming or not staying. We checked the profile of the unemployed and realized that it was not the right one. We had to explain to companies their mistakes and try to work on their recruitment policy. We also observed that businesses do not find the skills they need in our training offer. We decided to create new qualification. We ask the companies what they are looking for precisely. We also try to communicate with companies to show how vocational training can be a good way to recruit. We try to explain them that we are flexible (even if the law changes every 2 years ...) but that we need their involvement and also their adaptability.

Regarding the digital sector, the approach is similar even though it has some specificities. Companies always want more qualified people but it takes a long time to train an engineer. Our training offer may be inadequate (because the unemployed program is built with short training. The answer is probably in school program not in vocational training for the unemployed. On the meanwhile, we can always help training a person. As in the optical fiber we need to understand what the companies want.

We try to work with companies on their recruitment policy. Do they really need engineers? Can a good specialized technician do the job? Sometimes companies have a wrong idea about their needs.

Furthermore, other sectors in which we focus are industries, personal services for old people, food industry, agriculture and transport.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme

Interreg France Manche Angleterre

Year	2017
Project Identification or Contract Number	VISTA-AR
Applicant/Beneficiary Name	University of Exeter
EU Programme	Interreg Espace Atlantique
Year	2017
Project Identification or Contract Number	CAPITEN
Applicant/Beneficiary Name	Région Bretagne
EU Programme	Interreg Europe
Year	2018
Project Identification or Contract Number	CYBER
Applicant/Beneficiary Name	Bretagne Development Innovation
EU Programme	Interreg Europe
Year	2016
Project Identification or Contract Number	SET UP
Applicant/Beneficiary Name	Bretagne Development Innovation (BDI)
EU Programme	Horizon 2020 - Eranet
Year	2017
Project Identification or Contract Number	OCEANERANET COFUND
Applicant/Beneficiary Name	Scottish Enterprise
EU Programme	Erasmus+
Year	2018

Project Identification or Contract Number

B MOUV

Applicant/Beneficiary Name

Région Bretagne

Partner Organisations

PIC

986220244

Legal name

ISTITUTO REGIONALE PROGRAMMAZIONE
ECONOMICA TOSCANA

Legal name (national language)

IRPET

National ID (if applicable)

not applicable

Department (if applicable)

Acronym

Address

via Giuseppe La Farina 27

Country

Italy

P.O. Box

Postal Code

50132

CEDEX

City

Florence

Website

www.irpet.it

Email

Telephone

055574107, 055574151

Fax

39-055574155

Profile

Type of Organisation

Regional Public body

Is the organisation a public body?

Yes

Is the organisation a non-profit?

No



Associated Persons

Legal Representative

Title	
Gender	Male
First Name	Stefano
Family Name	Casini Benvenuti
Department	
Position	Director
Email	stefano.casini@irpet.it
Telephone	+39554591251
Preferred Contact	No
If the address is different from the one of the organisation	No

Contact Person

Title	
Gender	Female
First Name	Silvia
Family Name	Durante
Department	
Position	Researcher
Email	silvia.duranti@irpet.it
Telephone	+39554591282
Preferred Contact	Yes
If the address is different from the one of the organisation	No

Background and Experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

On the basis of regional law, IRPET is responsible for: a) studying the region's socio-economic structure and its transformations, economic trends and relative analytical tools; b) studying the regional territorial structure and its transformations and relative analytical tools; c) studying methods for programming, assessing and checking policies; d) publishing the information and results relating to letters (a) (b) and (c). In addition, in the sphere of the same subjects, the institute can carry out other study, research and consultancy activities upon request from public and private bodies; it can build relations with other research bodies, study offices, specialised institutes, university departments and carry out specialist training initiatives in the disciplines covered by the institute's activities.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project? Please explain how the organisation brings an essential added value to the project.

Irpel has a long lasting experience in the analysis of the training and education system in relation to the local economy. In recent years our Institute supported the reform of the regional training system, helping the Tuscany Region identifying strategic sectors and occupations for the regional economy. To do so, Irpel developed a methodology for the identification and anticipation of skill needs, which is clearly described in the report "La formazione professionale in Toscana", issued in 2015 and available at <http://www.irpet.it/archives/33873>. Results are also available in our webpage <http://www.irpet.it/atlane-fabbisogni-professionali>, with a sectoral focus on skill needs. More recently, Irpel analysed how the Industry 4.0 revolution could impact skill needs and the structure of occupations. Results of this study are contained in the reports "I fabbisogni di competenze 4.0 del sistema produttivo toscano" and "Competenze e figure professionali di fronte alla quarta rivoluzione industriale" available at <http://www.irpet.it/archives/49488>. The issue of mismatch between supply and demand of labour, with its implications in terms of adaptation of the education and training system, is central in the recent report by Irpel "Il mismatch in Toscana: evidenze generali e punto di vista del sistema produttivo regionale" (<http://www.irpet.it/archives/52415>). Finally, Irpel provided support to the Tuscany Region by providing the report "Orienta il futuro. I laureati ed il lavoro in Toscana" (<http://www.irpet.it/archives/51406>), useful for the orientation of secondary school students choosing tertiary education and for the adaptation of the university offer.

Silvia Duranti is researcher in the field of labour and education economics and she works at the Regional institute for the economic planning of Tuscany (Irpel) since 2011. Her main research activities relate to the analysis of the regional labour market, especially in terms of skill needs, in order to provide the policy maker with the necessary information to better plan its interventions. She was also involved in the impact evaluation of several education, training and labour policies, in order to help the regional administration to better target its policies.

Has your organisation participated in a European Union granted project in the 3 years preceding this application?

No



Project Description

Priorities and Topics

Please select the most relevant horizontal or sectoral priority according to the objectives of your project.

VET: Increasing the quality in VET through the establishment of feedback loops to adapt VET provision

If relevant, please select up to two additional priorities according to the objectives of your project.

VET: Further strengthening key competences in initial and continuing VET

VET: Developing partnerships aimed at promoting work-based learning in all its forms

Please comment on your choice of priorities.

Stride for Stride project has the selected priorities at heart. There is a crucial need for education and training systems to identify, anticipate and teach skills that are suitable for future needs, rather than to catch up with technological, demographic and environmental changes after they have happened. Vocational education and training (VET) is crucial to teaching students, adults and workers the necessary skills and will therefore have a significant impact on the future of work.

VET play a crucial role in ensuring that the workforce has the digital and practical skills that are needed to make economic transitions possible and sustainable. It remains difficult to identify and anticipate which skills and knowledge are needed in the (near) future and therefore to prevent potential mismatches or the undersupply of skills, even if this is done in close cooperation with business. These efforts therefore need to be strengthened by a shift in education and training which should be supported by a new cooperation framework. The pace in which changes are taking place is moving fast. In order to face these changes in an appropriate manner new partnerships need to be set up. The education institutions, the policy makers, the companies, etc can't act on their own anymore. Stride for Stride will bring together representatives from the four main actors for the skills ecosystem: public authorities at regional level, companies, VET centres and the individual.

The four training workshops will combine practical hands-on presentation of experiences with study visits. As it will be explained in other bid's sections, the workshops and study visits' topics will include the four phases in the skills governance process: Forecasting/anticipation; assessment/adaptation; transmission and use. Within these main subjects, participants will discuss and share policies and practices regarding the importance of work-based learning in different economic sectors (under workshop 3 and 4), learning outcomes achieved at initial and continuing VET (workshop 2), identification of most vulnerable target groups (workshop 2), encouragement partnerships with companies (workshop 1), etc. Preliminary workshop's programmes are already available in other sections in this document.



Please select up to three topics addressed by your project.

Cooperation between educational institutions and business

Overcoming skills mismatches (basic/transversal)

Reaching the policy level/dialogue with decision makers

Project Description

Please explain the context and the objectives of your project as well as the needs and target groups to be addressed. Why should this project be carried out transnationally?

According to Cedefop's publication "Insights into Skill Shortages and Skill Mismatch" (January 2018), four out of ten employers in Europe are struggling to find people with the right skills. In a labour market heavily impacted by Industry 4.0 (with especial regard to automation, AI and IoT), SDGs (according to the International Labour Organisation [2018], 2 million jobs are expected to be created in Europe by the implementation of the Paris Agreement) and the rise of soft skills as a new area of interest in terms of qualifications ("New Skills Agenda for Europe," European Commission, 2016), differences between skills offer and demand have widened. Thus, policy efforts in training and education are required to bridge these skills gaps.

However, even if differences arise regarding scope, sectors and actors implied between countries, proving that "context matters" and "institutions and related policies influence the patterns observed and point to the importance of demand-side policies" (Cedefop Skills Forecast 2018), they become more evident when comparing the situation at regional and local levels, affecting more strongly rural areas, as stated by the OECD in their report "Job creation and local economic development" (2018).

The OECD (2018) points out that a big part of the workforce will experience major changes in their job as it is today, thus requiring a reskilling and upskilling effort: "Regions and cities should be at the forefront of local responses to the future of work. In an age of extensive automation and increasing use of AI, it is critical to provide skills training (both work-based or classroom focused) and access to lifelong learning programmes so that workers' skills remain relevant in a rapidly evolving labour market." In this sense, regional and local authorities need more than ever to learn from each other and build on each other's success due to time pressure and the utter need of higher efficiency to tackle the current challenges in a high-speed changing labour market, taking into account that "some features of the institutional system [...] affect the demand for different types of jobs and hence the observed diversity" (Cedefop 2018).

For the reasons above and in line with the EC strategy to set up centres for vocational excellence and align education and training provision with regional smart specialisation strategies, the Stride for Stride project will work on building up the concept of Regional Skills Ecosystems. Seven regions (Catalonia, Basque Country, Tuscany, Brittany, Varaždin, Västra Götaland and Hordaland) in six European countries will improve their capacity to identify skills needs and adapt their training provision accordingly. A process that needs to be done by engaging four main axes (quadruple helix): public authorities, education centres (VET in this case), companies and the individual. As the recently published EC staff working document for upskilling pathways (27.02.2019) the focus should not only be on VET students and unemployed adults, but also on workers whose skills might soon not be relevant for the job they are carrying out.

Through the organisation of four training workshops on each of the different 'skills governance' process phases, the Stride for Stride project will allow international and interregional peer-learning, mutual observation and discussion on the ground to contribute to the production of targeted and evidence-based education and training policies and/or practices, according to the priorities areas of action for 2030 identified by the European Commission's Education and Training Expert Panel in the advanced draft version of the issue paper Investment, Reforms and Governance (January 2019). Therefore, a "vertically and horizontally coherent governance policy" for VET and adult education, and a new [multilevel] cooperation framework need to be developed (advanced draft version of the issue paper Technological Change and the Future of Work, January 2019).

Targeted at public authorities' representatives in education and training departments, companies, VET centres, and other relevant stakeholders, the Stride for Stride project will contribute to these objectives, creating multi-stakeholder, peer-learning discussion hubs that allow the exchange of best practices and the effective implementation of skills adaptation and implementation policies at regional level. Furthermore, the involvement of a Brussels-based international partner such as EARLALL (covering 13 regions in 9 countries) will allow a strong dissemination of activities and results, and engagement among other regional and local authorities, as well as within the EU institutions. Transnationality is therefore at the very heart of this project, allowing identification of ideas that can be implemented in other territories and sharing successful practices that have already helped bridging skills gaps.

What results are expected during the project and on its completion?

Stride for Stride is an exchange of good practice project and therefore there are not intellectual outputs produced (as understood by Erasmus+ KA2). However, in order to achieve major project impact and to guarantee that the activities can be 'translated' into the different regional contexts, a certain number of tangible and intangible results will be produced during the entire project duration, and even after the EU funding period is over.

Tangible results:

- Four training workshops with 25-30 participants each, involving all relevant international and local stakeholders: workshop materials (presentations, documents, collaborative work materials, study visit programmes, etc.).
- Four workshop programmes and background documents.
- Evaluation surveys to feed project management and for the training workshops.
- Four Training workshop reports and presentations to be delivered.
- Workshop model/guidelines to be used in further exchanges.
- Impact report based on a peer-review survey (Google Forms).
- Road map for regions and organisations interested in identifying best practices for skills intelligence development and implementation.
- Management, quality monitoring and dissemination support documents and tools (administrative templates, evaluation forms, project website and visual identity, etc.).

Intangible results:

- Community of practitioners
- Partnerships and contacts
- Knowledge and experiences to transfer
- Best practices about stakeholder involvement

As far as the main four project topics are concerned, Stride for Stride will provide a platform for discussion and peer learning around:

- Planning: a planning process that requires in itself forecasting/planning tools (publicly available or not). Challenges and success factors for skills forecasting, support by EU programmes and initiatives like ESF, and best methods to use will be analysed, among others.
- Transmission of labour market and skills intelligence: target audiences, methods of transmission (publications, events, training sessions, etc.), institutional mechanisms to transmit skills intelligence, strategies for transmission, strengths and weaknesses of transmission methods, relation to careers guidance, etc
- Use of labour market and skills intelligence: systematic approach to the use of labour market and skills intelligence, identification of implementation limits and constraints, etc.
- Steering the education and training provision: policies and strategies; curriculum development and support for selected subjects and courses; approval and accreditation of providers and courses; promotion of work-based learning and apprenticeships; creation of better links between employers and educational institutions, profiles, active labour market policies, career guidance, incentives, etc.

And the discussions around the mentioned topics will show examples and practices for seven European regions in six countries: Catalonia (ES), Basque Country (ES), Tuscany (IT), Brittany (FR), Varazdin (HR), Vastra Gotaland (SE) and Hordaland (NO).

The project methodology in place will guarantee that its outcomes are exploited and transferred during and after the project cycle. As it is explained in other sections, the project impact is

multilayered and goes beyond the project duration:

Short-term impact:

- Interregional exchange, multi-stakeholder dialogue, ideas hub.
- Acquisition of future skills assessment methods and tools.
- Improvement of existing future skills assessment methods and tools.
- Programme and curricula development for skills matching, and improvement of existing ones.
- Best practices external evaluation (by other regions/municipalities).

Long-term/transversal impact:

- Development of new policies that take into account the outcomes of the workshops.
- Strengthening of interregional relations.
- Development of integrated learning environments: skills, jobs and regional/local needs.

In what way is the project innovative and/or complementary to other projects already carried out by the participating organisations?

The Stride for Stride project was born from a core group of dynamic regional public authorities dealing with education and training, looking for effective and efficient ways of improving territorial strategies for skills matching. In this context, international multi-stakeholder and multilevel cooperation mingle to provide a holistic vision of regional and local skills environments that allow the development and improvement of successful skills adaptation and anticipation strategies. This will be done by applying the skills governance process, traditionally envisioned as a national-level action, to regional and local contexts, allowing purpose-specific interventions with a perspective closer to citizens and territorial needs that contribute to overall regional, national and European growth and competitiveness.

A regional perspective for skills challenges mapping and forecast is of utmost importance to tackle the new opportunities that industry 4.0, SDGs and soft skills relevance are already opening in Europe. Regions allow a closer contact with citizens and are in a privileged position to assess territorial economic, labour and well-being needs, including lifelong and lifewide learning opportunities. This project (with a non-exhaustive aim) will also serve as a starting point for the development of exhaustive territorially-aware assessment tools that complement existing ones such as Cedefop's national skills forecasts and OECD skills outlooks.

However, there is no need of reinventing the wheel, and regions are well aware of the importance of information flows and the establishment of communication channels among them, in order to identify other territories that experimented the same challenges before and learn from their experience. This awareness was brought to light at EARLALL's Annual Conference 2018 (October 2018), during which regions had the chance to introduce their challenges and ideas to cope with them in an open space in Brussels; the Stride for Stride project will go a step further to develop skills adaptation/anticipation workshops on the ground based on experiences and information already available at regional and local level.

The regions participating in these activities — the number of regions taking part will not be restricted to the ones organising the workshops — will transversally cover skills (with especial regard to the Entrecomp and Digicomp frameworks of the European Commission), sectors and gender equality (especially regarding STE(A)M and Industry 4.0), and each workshop will revolve around a different thematic approach. These approaches, complementary to each other, will be rooted on the labour market skills intelligence and the skills governance process (adaptation/anticipation, transmission and use), according to the partners' experience and achievements.

The project methodology is also innovative as it combines different levels and complementary aspects:

- It combines the four-step skills governance process with the four type of regional actors (quadruple helix) that were identified by David Finegold (1999) 'Creating self-sustaining, high-skill ecosystems', Oxford Review of Economics, and recently promoted by the EC (DG EMPL with regards to the Platform for Vocational Excellence initiative): public authorities (policy makers), companies, VET centres and the individual, bringing them together.
- The training workshops will also follow a similar structure as guidelines will be drafted for the event organisers and a report will follow every workshop.
- Stride for Stride also combines peer learning and discussion at European level with exchanges of practices and discussions at local/regional level.
- Apart from dealing with specific stages in the skills governance process, other transversal elements

will be discussed and taken into account: gender participation, green and digital skills, sustainability issues, etc.

- Each workshop will cover several economic sectors identified as priority areas for the partners: manufacturing, fashion, tourism, transport, etc.

The Stride for Stride project will add an international aspect to regional success stories, such as the following initiatives: Gothenburg Region Competence Council (combining the allocation of resources to lifelong learning with a tripartite multi-stakeholder approach to drive regional growth and development); Varaždin County Competence Centres (VET centres aligning the education system with the needs of the labor market and introducing a dual model of vocational education); the Basque VET and smart specialisation strategies, together with their vocational innovation centre TKNIKA (a world-wide model); Tuscany's research on VET 4.0 through IRPET (assessing replacement potential); Hordaland's Secretariat for "Arena for competence Hardanger Voss" (aligning the right skills for the right jobs at the right time); Catalonia's close co-operation with local companies and professional associations.

How did you choose the project partners and what will they bring to the project? Does it involve organisations that have never previously been involved in a Strategic Partnerships project?

The partners are seven European regions (some of them bring along some of their main stakeholders) and a European association of regional and local authorities for Lifelong Learning. Partner regions have been cooperating in the past in education and training projects and initiatives though they are all new in sharing experiences in the project topic.

The idea of exchanging experiences in the field of anticipating skills needs and adapting training provision at regional level came up from a representative from Brittany region in a workshop during the International Congress for VET organised by the Basque Government in San Sebastian from 30.05 to 01.06 2018. Regional representatives agree that, given the pace in which changes regarding skills needs and labour market intelligence occur, as well as the need for local and regional authorities to react quickly by providing best appropriate solutions, it is of utmost importance to have a set of tools and/or elements that will support them when taking decisions that affect training provision and the upskilling and retraining of citizens. On the other hand, as EARLALL has perceived at EU level from numerous discussions and meetings with representatives from the EU institutions and other international organisations like OECD, there is a clear need to gather examples about what is happening at local and regional level (national contexts having been better analysed during the last years).

The participating regions together with EARLALL organised a short workshop in October 2018 coinciding with the European Week of Regions and Cities and they briefly present what their strengths, weaknesses, opportunities and threads are. At the end of the workshop, and under the leadership of the representatives from Catalonia, they agreed that they needed to deepen in the subject and to organise training workshops and study visits to partner regions that would combine theory and practice. They also agreed that they needed to do it through an EU project such as Erasmus+ to give the initiative a broader impact, to involve local actors in a dynamic way, to increase the success and the sustainability of the results and to develop and implement all the training workshops in a coherence/similar way.

Apart from the participating partners, it is important to highlights that stakeholders at local/regional level are going to be mobilised and will be involved in the project activities either by directly participating in the training workshops and/or by meeting with the project partners at local level and learning about the project results. The recently published progress report by the European Commission on Upskilling Pathways (27.02.2019) revealed some challenges, including lack of tailored learning offers, inadequate outreach and guidance and many separate small scale initiatives without adequate mechanisms for cooperation between training providers and other stakeholders. Stride for Stride aims to contribute to that in seven European regions (and, hopefully, more that will learn from the project partners and replicate their models by means of spaces such as the one provided by EARLALL).

The participating regions have all education and training as a main priority, but hold different levels of competences, which will be very positive in terms of comparison and peer learning. The different administrative systems in Spain, France, Italy, Norway, Sweden and Croatia, and the many ways in which regional authorities dealing with VET policies keep contact with their stakeholders explains the participation of additional partners for some of the regions. Regions with more than one partner are considered as Regional Project Units.

All partners have experience in submitting and running successful Erasmus + projects. However, this

is the first time that they participate together and that they apply for an exchange of best practice in this very relevant topic.

How will the tasks and responsibilities be distributed among the partners?

For this project, two kinds of tasks are defined:

- Common tasks
- Specific tasks

1. COMMON TASKS

- Project Management: each partner will appoint one person for the daily follow up of the project. This person will participate in transnational meetings and be part of the project Steering Committee. Financial management by each partner will also be taken care of.
- Project Communication: each partner will decide a communication strategy in line with the project one.
- Project Dissemination: the dissemination of project results at regional level will be conducted by each region.
- Quality Control and Evaluation: all partners will make sure that the project results meet certain quality standards and that each person perform the tasks allocated at his/her best.
- Sustainability and Exploitation of Results: all partners will take care of assuring that project results are used after the project funding is finished and that they are appropriately used by other stakeholders and education establishments.
- Networking: facilitation of local engagement - also a task and responsibility of all partners.

2. SPECIFIC TASKS (allocated according to partners' expertise)

The main specific tasks for each partner are described along this form, but could be summarised as follows:

2.1. Project coordination: Catalonia (EARLALL will support with organising meetings and reporting).

2.2. Training workshop organisers: the overall coordination of the training workshops will be in the hands of Hordaland and Catalonia

- Tuscany will organise and run training workshop number one on 'forecasting'.
- Västra Götaland will organise and run training workshop number two on 'assessment/adaptation'
- Hordaland will organise and run training workshop number three on 'transmission'.
- Catalonia will organise and run training workshop number four on 'use'.

2.3. Quality and evaluation will be led by the Basque Country. The VET responsible authorities have a long experience in quality assessment internationally.

2.4. Exploitation of project results will be coordinated by Västra Götaland Region.

2.5. Dissemination of project results and sustainability will be assured by a European Association: EARLALL.

2.6. The relevance of training workshop programmes will be assured by the representatives from the Tuscan Ministry of Education.

2.7. Engaging with local stakeholders is a task for all regions (EARLALL will do it at European level). However, Varazdin will make sure that all partners properly identify and engage with their stakeholders.

2.8 The roadmap to identify best practices to set up regional ecosystems will hold contributions from all project partners, but the representatives from Brittany will be responsible for gathering all material.

If relevant, please identify and explain the involvement of associated partners, not formally participating in the project. Please explain how they will contribute to the implementation of specific project tasks/activities or support the dissemination and sustainability of the project.

N/A

Participants

Please briefly describe how you will select and involve participants in the different activities of your project?

The project will directly or indirectly involve many participants from seven European regions, but also from other organisations and regions via EARLALL.

- At project level, and for the main project activity (the training workshops), the following categories of participants will be outreached:

The workshops will be attended by between 25 to 30 participants. Each region's delegation will consist of three people: a public authority representative (or his/her delegate), a civil servant dealing with the topic (technical administrative staff), and a VET provider. Eventually a few places will also be reserved to invite other stakeholders (businesses, trade unions, civil society organisations, etc). The participation of this last category of stakeholders will be self-funded under their own funds.

The project partners expect a total of 150 direct participants.

- At regional level, the regional partners will share the project results through different means and tools and will involve, among others,:

- * Colleagues from VET centres
- * Colleagues working for the regional administration dealing with VET policies
- * Colleagues from other administrative departments and units such as employment services
- * Guidance professionals
- * Accreditation agencies
- * adult education centres
- * other education providers (schools, non formal education centres)
- * Business - SMES, chambers of commerce, professional associations, etc
- * Public employment agencies
- * Research institutions
- * Innovation agencies
- * local NGOs and civil society organisations
- * Others

Project partners expect that a minimum of 1400 indirect participants (200 people multiplied by seven regions) will learn about the project and will gain some insight about the Training workshops.

- At European level, EARLALL will make sure that the following categories of stakeholders learn about the project:

- * Other regional authorities
- * Regional networks and associations
- * civil society organisations operating at European level
- * EU institutions - EC, EP, CoR, etc.
- * International organisations such as OECD

EARLALL has a list of contacts and newsletters that reach out more than 3,000 recipients.



Participants with fewer opportunities: does your project involve participants facing situations that make their participation more difficult?

No



Preparation

Please describe what will be done in preparation by your organisation/group and by your partners/group before the actual project activities take place, e.g. administrative arrangements, communication about the activities, selection of the persons, coaches, involvement of stakeholders, etc.

1) Preparation before the application

The project is the result of a call for support and peer learning from regional authorities in Brittany who wanted to learn what other European regions do to anticipate skills need and adapt the training provision to those. Email exchanges followed and a short workshop was organised in October on the occasion of the European Week of Regions and Cities in Brussels. A survey was also prepared and distributed to (at the time) prospective project partners. The information and data provided were collected and analysed. The idea of submitting a project proposal under the exchange of best practices was proposed by Catalonia during the October workshop.

At the same time and during the last months, EARLALL has been in close contact with responsible people from DG EMPL (Skills Unit - more concretely, Alison Crabb, Head of Unit, and Michael Horgan), the unit for skills and local development at OECD (Jonathan Barr) and with the EC Joint Research Centre (at the moment developing a platform for regional Smart Specialisation Strategies - John Edwards). All international institutions recognise the need of getting to know what is happening in terms of skills governance at regional level. The national context is best known by the institutions, but regional practices seem to be lacking. EARLALL is committed to continue the dialogue with these organisations and to provide them with the project outcomes.

All the selected partners have been involved in developing the project through regular email and Skype communication. During this phase, we have all agreed on project activities and plan, as well as mutually agreed on tasks and roles between us, financial aspects, reporting, communication and management structures. During this period, all partners have selected key staff to implement the project and have started contacting relevant stakeholders in order to find the most appropriate dissemination channels.

Finally a provisional date for the first transnational meeting has been set up in order to be able to start quickly if the project is accepted by the Spanish NA in October 2019 (coinciding with the European Week of Regions and Cities).

2) The following activities will take place directly after the approval of the project and before the official start date in order to be able to implement all planned activities from day one.

A1. Administrative actions: contracting procedure with National Agency, setting up partners' contracts, preparing procedures to manage all project activities of all partner organisations, setting up a detailed work and time plan, setting up the project's steering committee, preparing the first transnational meeting and its agenda, setting up all organisational, administrative and financial procedures, producing financial manual, and setting up communication tools.

Internal communication: During this period communication strategy will be re-checked between all involved partners and changes will be made if necessary. We also foresee at least one Skype meeting before the official start of the project. Minutes of the meeting will be distributed afterwards to all partners involved. The responsible partner for this will be EARLALL.

A2. Quality management and assurance procedures: the quality of the outputs and the project implementation process is of crucial relevance for the project's final success and output acceptance.

A detailed quality management plan will be set up to be agreed upon at the first transnational meeting.

A3. Dissemination: In order to ensure maximum impact, dissemination will start right at the beginning of the project. A detailed dissemination strategy will be set up to be agreed upon at the first transnational meeting. Layout proposals for the website and logos will be created.

2) The following actions will take place before each of the short training workshops:

A1. As explained in other sections herein, the selection of workshop participants by each region/municipality is crucial and will mainly consist of three or four people per region.

A2. Workshop development: guideline development and preparation will be taken care of by the project coordinator and Hordaland with support of EARLALL in close contact with the workshop organiser.

A3. Preparation by participating project members

A4. Promotion through project dissemination tools and social media.



Management

Funds for Project Management and Implementation

Funds for 'Project Management and Implementation' are provided to all Strategic Partnerships based on the number of participating organisations and duration of the project. The purpose of these funds is to cover diverse expenses that any project may incur, such as planning, communication between partners, small scale project materials, virtual cooperation, local project activities, promotion, dissemination and other similar activities not covered by other types of funding. A partnership may receive a maximum of 2750 EUR of 'Project Management and Implementation cost' per month

Organisation Role	Grant per organisation and per month	Number of Organisations	Grant
Applicant Organisation	500.00 EUR	1	18000.00 EUR
Partner Organisation	187.50 EUR	12	81000.00 EUR
Total			99000.00 EUR

Please provide detailed information about the project activities that you will carry out with the support of the grant requested under the item 'Project Management and Implementation'

As detailed elsewhere in this form, the coordinating responsibilities of the project will be divided between all the partners, ensuring this way a better involvement of each one of them and guaranteeing the best skills allocation.

Given the fact that this is an exchange of good practice project and there are no intellectual outputs, most of the project activities and outputs will be financially produced under this heading and thanks to the contribution of project partners. The activities planned under the item "Project Management and Implementation" have then been divided into eight main Activities. Each partner will actively participate to each activity but each activity will be led by a different partner (apart from number 5).

The tasks under each activity are the following:

A1 • Project management and coordination • Led by the project coordinator with the support of EARLALL

It will act as the general project coordinator and will be responsible of the following:

- To monitor the general work of the steering committee
- To overview the progression of the other activities which are the responsibilities of the other partners.
- To prepare and ensure the diffusion among the partners of all documents and information necessary to the smooth functioning of the project
- To create reporting procedures for the official documents of the partners
- To manage financially the project.
- To check the official financial reports done by the partners before their submission
- To write the Interim and Final reports to the Spanish NA

The partners will be responsible of the following:

- To prepare all the needed document for the communication inside of the partnership related to their actions.
- To provide all needed document for the financial management of the project and to support the Applicant and activity leader in its tasks for the creation of the unterim and final reports.
- To manage the grant and their right usage within their organisation.

A2 • Quality management and evaluation • Led by the Basque Country

A formative approach, linking quality monitoring and continuous improvement, will focus on ways to improve quality of all project aspects (including management of quality itself). Practically the activity leader will create Internal evaluation questionnaires on the quality of the management and the general advancement of the project, evaluation of transnational meetings and evaluation of the workshops. Each of these questionnaire will be filled by the partners and will be the subject of an evaluation report.

A3 • Programme's adequacy • Led by Tuscany

The programmes feeding each of the four workshops will be developed having regional priorities and EU policies in mind. The activity leader will also make sure that the draft programmes respect the target group needs.

A4. Engaging with participating local stakeholders • Led by Varaždin County Council

All partners will interact with the participating stakeholders locally/regionally, but a manual with guidelines, examples and actions to take will be produced by Varaždin. It is an important task that will be carried out at the beginning of the project.

A5. Organising the four training workshops • Led by Hordaland and Catalonia

This is the core activity and will be divided into:

A5.1. Producing the Roadmap for the organisation of StrideforStride training workshops in a



homogeneous way, with learning objectives and indication on participants to invite.

A5.2. Organising the three days training combining presentations with study visits. This is done mainly by the local organisers though participants are also expected to prepare their contribution in advance.

A5.3. Sending invitations and running the workshops.

A5.4. Producing a workshop report and gathering all presentations and material delivered.

A6. Best practices for the setting up of regional ecosystems • Led by Brittany

The project will produce a guide with best practices for setting up regional ecosystems, it will indicate the main stakeholders to involve, how to cooperate with them, how to transfer practices from one sector to another, etc.

A 7• Communication and dissemination • Led by EARLALL

A detailed dissemination strategy and a dissemination plan will be set up to be agreed upon at the first transnational meeting in Brussels. The activity leader will be in charge of coordinating dissemination activities and reporting them in working tools to ensure the follow-up. The logo and the website creation will be done by the activity leader. Each partner will ensure dissemination within its own network and report to the coordinator.

A 8• Exploitation • Led by Västra Götaland

This activity will promote the creation of a detailed project exploitation plan and the informal network of practitioners. These plan will be set up during the second half of the project to identify key potential users of the developed products and to target and involve them at an early stage.

Transnational Project Meetings

Transnational project meetings: how often do you plan to meet, who will participate in those meetings, where will they take place and what will be the goal?

The project will have a kick-off meeting in Brussels plus four transnational meetings subsequent to the workshops, to take place in the same city as them, in order to maximize efficiency of travel costs. One person per partner region plus EARLALL will attend the meetings in order to evaluate the outcomes of the training workshop, update the guidelines for the next one, and allow the project coordinator monitor and share project management-related issues.

Location and preliminary dates for the project meetings are:

- Kick Off meeting in Brussels, coinciding with the European Week of Regions and Cities 2019 (second week in October)
- Second project meeting in Tuscany (Florence), spring 2020
- Third project meeting in Västra Götaland (Gothenburg), autumn 2020
- Fourth project meeting in Hordaland (Bergen), spring 2021
- Fifth and final project meeting in Catalonia (Barcelona), autumn 2021

Please specify the funds requested to organise the planned Transnational Project Meetings.

ID	Leading Organisation	Meeting Title	Country of Venue	Starting Period	No. of Participants	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Kick off meeting in Brussels	Belgium	10-2019	7	4025.00 EUR
2	REGIONE TOSCANA	Second project meeting	Italy	05-2020	7	4025.00 EUR
3	VASTRA GOTALANDS LANS LANDSTING	Third Project meeting	Sweden	10-2020	7	4025.00 EUR
4	Hordaland fylkeskommune	Fourth Project Meeting	Norway	05-2021	7	4395.00 EUR
5	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA	Fifth and Final meeting	Spain	10-2021	7	4210.00 EUR
Total					35	20680.00 EUR

Transnational Project Meetings Details 1

Meeting Title

Kick off meeting in Brussels

Leading Organisation

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

Starting Period

10-2019

Country of Venue

Belgium

Id	Sending Organisation	Country of the Sending Organisation	No. of Participants	Distance Band	Grant per Participant	Grant
1	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
2	REGIONE TOSCANA	Italy	1	100 - 1999 km	575.00 EUR	575.00 EUR
3	VASTRA GOTALANDS LANS LANDSTING	Sweden	1	100 - 1999 km	575.00 EUR	575.00 EUR
4	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
5	Hordaland fylkeskommune	Norway	1	100 - 1999 km	575.00 EUR	575.00 EUR
6	VARAZDINSKA ZUPANIJA	Croatia	1	100 - 1999 km	575.00 EUR	575.00 EUR
7	REGION BRETAGNE	France	1	100 - 1999 km	575.00 EUR	575.00 EUR
Total						4025.00 EUR

Transnational Project Meetings Details 2

Meeting Title

Second project meeting

Leading Organisation

REGIONE TOSCANA

Starting Period

05-2020

Country of Venue

Italy

Id	Sending Organisation	Country of the Sending Organisation	No. of Participants	Distance Band	Grant per Participant	Grant
1	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
2	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium	1	100 - 1999 km	575.00 EUR	575.00 EUR
3	VASTRA GOTALANDS LANS LANDSTING	Sweden	1	100 - 1999 km	575.00 EUR	575.00 EUR
4	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
5	Hordaland fylkeskommune	Norway	1	100 - 1999 km	575.00 EUR	575.00 EUR
6	VARAZDINSKA ZUPANIJA	Croatia	1	100 - 1999 km	575.00 EUR	575.00 EUR
7	REGION BRETAGNE	France	1	100 - 1999 km	575.00 EUR	575.00 EUR
Total						4025.00 EUR

Transnational Project Meetings Details 3

Meeting Title

Third Project meeting

Leading Organisation

VASTRA GOTALANDS LANS LANDSTING

Starting Period

10-2020

Country of Venue

Sweden



Id	Sending Organisation	Country of the Sending Organisation	No. of Participants	Distance Band	Grant per Participant	Grant
1	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
2	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium	1	100 - 1999 km	575.00 EUR	575.00 EUR
3	REGIONE TOSCANA	Italy	1	100 - 1999 km	575.00 EUR	575.00 EUR
4	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
5	Hordaland fylkeskommune	Norway	1	100 - 1999 km	575.00 EUR	575.00 EUR
6	VARAZDINSKA ZUPANIJA	Croatia	1	100 - 1999 km	575.00 EUR	575.00 EUR
7	REGION BRETAGNE	France	1	100 - 1999 km	575.00 EUR	575.00 EUR
Total						4025.00 EUR

Transnational Project Meetings Details 4

Meeting Title

Fourth Project Meeting

Leading Organisation

Hordaland fylkeskommune

Starting Period

05-2021

Country of Venue

Norway



Id	Sending Organisation	Country of the Sending Organisation	No. of Participants	Distance Band	Grant per Participant	Grant
1	DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA	Spain	1	>= 2000 km	760.00 EUR	760.00 EUR
2	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium	1	100 - 1999 km	575.00 EUR	575.00 EUR
3	REGIONE TOSCANA	Italy	1	100 - 1999 km	575.00 EUR	575.00 EUR
4	VASTRA GOTALANDS LANS LANDSTING	Sweden	1	100 - 1999 km	575.00 EUR	575.00 EUR
5	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	1	>= 2000 km	760.00 EUR	760.00 EUR
6	VARAZDINSKA ZUPANIJA	Croatia	1	100 - 1999 km	575.00 EUR	575.00 EUR
7	REGION BRETAGNE	France	1	100 - 1999 km	575.00 EUR	575.00 EUR
Total						4395.00 EUR

Transnational Project Meetings Details 5

Meeting Title

Fifth and Final meeting

Leading Organisation

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA

Starting Period

10-2021

Country of Venue

Spain

Id	Sending Organisation	Country of the Sending Organisation	No. of Participants	Distance Band	Grant per Participant	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL	Belgium	1	100 - 1999 km	575.00 EUR	575.00 EUR
2	REGIONE TOSCANA	Italy	1	100 - 1999 km	575.00 EUR	575.00 EUR
3	VASTRA GOTALANDS LANS LANDSTING	Sweden	1	100 - 1999 km	575.00 EUR	575.00 EUR
4	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO	Spain	1	100 - 1999 km	575.00 EUR	575.00 EUR
5	Hordaland fylkeskommune	Norway	1	>= 2000 km	760.00 EUR	760.00 EUR
6	VARAZDINSKA ZUPANIJA	Croatia	1	100 - 1999 km	575.00 EUR	575.00 EUR
7	REGION BRETAGNE	France	1	100 - 1999 km	575.00 EUR	575.00 EUR
Total						4210.00 EUR

Project Management

How will the monitoring of the project activities be carried out and by whom?

Project monitoring includes two main aspects: Management (including financial management) and Quality monitoring.

A. Management

Structure: The Stride for Stride project has foreseen the following management bodies that will guarantee a smooth running of all project activities:

- Steering Committee: It is composed by one member per region (a total of 7) and EARLALL. The 8 Steering Committee members will regularly be in contact via Skype and email. They will take all important decisions regarding project administration, activities, results, dissemination, engagement with stakeholders, sustainability, etc. The Steering Committee member from those regions with more than one partner in the project will liaise between the Steering Committee and the other regional partners. In principle, subject to confirmation by partners, members of the Steering Committee are: Maria Pascual (Catalonia), Rosario Diaz de Cerio (Basque Country), Tangi de Rochefort (Brittany), Miriana Bucalossi (Tuscany), Therese Ydrén (Västra Götaland), Marit Einen (Hordaland), Silvija Ladić (Varaždin) and Noelia Cantero (EARLALL).
- Project Coordinator: It is in the hand of Catalonia. Maria Pascual working for the regional administration and dealing with VET will be the project manager. The region will also appoint a financial manager with experience in running EU funded projects.
- Networking Manager: in view of the project objective to identify and involve stakeholders operating at regional, but also at European level, the partners find it necessary to appoint a Networking manager who will also guarantee that the project activities and results are widely promoted and exploited beyond the project partnership.

Main management tasks:

- A partners' agreement will be prepared by the project coordinator and signed by all project partners at the beginning of the project. It will rule the relations between the project coordinator (main responsible organization to SEPIE and the EC) and the rest of partners. Among others, articles include issues dealing with rights and obligations, reporting, procedure to solve conflicts, etc. The partners' agreement is considered and annex to the main contract between the project coordinator and SEPIE.
- Administrative and financial templates for reporting will be drafted and shared with all project partners. Given the nature of the project activities, it is of utmost importance that all partners follow the same visual identity when dealing with their regional/local stakeholders.
- Reporting will be done by the project coordinator and by EARLALL regularly and always after an online or physical meeting. As the partnership is rather big, a list with pending tasks and allocation of tasks will join the regular reporting documents.
- Meetings and online meetings: Apart from the transnational project meetings planned during the project, online meetings will be organized on a monthly basis and depending on the issues to discuss the meetings will gather all project partners or only a few of them.
- A Gantt chart will be elaborated to support the partners in the implementation of project activities. The Gantt chart will be regularly revised to monitor project progress.

B. Quality

Given the nature of the project and as it has been explained in other sections, quality is a responsibility of all project partners, especially when the activities are taking place locally with local/regional stakeholders. However, the partners have appointed a Stride for Stride Quality leader from the Basque Country. EARLALL will support the partner during the assessment process.

Tasks:

The following activities guarantee the quality of the project's results:

1. The several project meetings (transnational or online meetings) will help ensure the smooth running and quality of the activities carried out. These frequent meetings will not only contribute to improve cooperation between partners but also an adequate evaluation and monitoring of project activities.

2. Quality Assurance (QA): This activity aims at ensuring the proper implementation of the project plan and will have as objectives:

- definition of project and work specific quality indicators.
- to assure the conformity and the quality of all project deliverables with their requirements
- to perform internal assessment of the project.

This quality monitoring and evaluation runs throughout the project lifecycle to provide a constant quality control of the methods and practices employed in the execution of the project work. The QA tools include the following aspects:

- All partners are expected to apply their internal QA methodologies for their work.
- The project's QA is directly and inherently linked to the finalised project plan, to be produced for the kick-off meeting and to be regularly revised and updated.
- The periodic reporting (informal every 6 months and formal to be sent to the NA) will allow project partners to describe their progress and plan deviations.

How will you assess the success of your project?

Despite applying a simplistic methodology, Stride for Stride is divided into defined project phases: 1. Preparatory Phase; 2. Implementation; 3. Exploitation.

1. Preparatory Phase

The partners believe that it is important to have a six months preparatory phase in order to organise the kick off meeting, draft the roadmap for the organisation of the workshops and start organising the first workshop. During the preparatory phase general project aspects like learning objectives, participants profiles, structure of the workshops, etc will be discussed and agreed by the partners.

2. Implementation Phase

The four workshops will be organised and run. Reports will follow and partners will be in contact through online media. The partners will also be encouraged to continue discussing the project main items and sharing the project results with their local network of stakeholders.

3. Exploitation Phase

The exploitation will happen at two levels:

- a) Regional level: The partner regions will transfer their knowledge and experience gained through the Training workshops to:
- Other staff members than the ones that have directly participated at the workshops
 - Other regional stakeholders
 - Other economic sectors than the ones that have been dealt with during the project workshops.
- b) EU Level: EARLALL will promote the workshop results and the guide with best practices for the setting up of regional ecosystems and will try to make sure that the results are taking into account by other European regions.

As part of the project management tasks, the project Steering Committee will design different categories of indicators that will inspire the project activities taking place during the three project phases and that will be regularly evaluated against the project original objectives:

'Key milestones' that will mark the end of a project phase and the achievement of its project results to a certain quality standard and the beginning of another one. Some examples that we can already cite are:

Milestone 1: Signing of the Grant Agreement = All partners sign contract with partners and the start activities start as originally planned.

Milestone 2: Kick-off meeting = All partners attend and actively participate.

Milestone 3: Workshop 1 successfully run = High participation from project partners and local stakeholders.

Etc.

'Key Performance Indicators' will provide qualitative and quantitative achievement of project objectives: for the effective management, indicators include the degree to which the project results comply with the time and budget constraints, the quality of the outputs as they are evaluated, the good level of collaboration and spirit within the consortium partners. For the dissemination activities, indicators include the number of dissemination events where the project was presented, the number of dissemination materials created and distributed, the page visits to the project's web site, the number of participants of the workshops and their feedback as well as the number of publications, press releases, youtube videos, twitter posts, etc. and the relative and qualitative feedback received. Concerning the learning material prepared on the occasion of the workshops, it will be designed based on learning outcomes to be gained by the workshop participants. Key Performance Indicators, as part of the evaluation phase, will be established and will concern the participant familiarization and

attitude towards the workshop programme. It will also take into account the potential of the material to be distributed to other experts in the participating regions (mainstreaming and exploitation) and to be transferred to other sectors than the ones analysed during the workshops.

What are your plans for handling risks which could happen during the project (e.g. delays, budget, conflicts, etc.)?

Risk management is going to be part of the day to day activities of the project and the consortium itself, and will be highly adapted as a matter of consideration in every meeting and/or communication between partners. A risk log will be designed at the beginning of the project with clear indication of the potential challenges, responsible partners to deal with them (or the entire consortium), deadlines, procedures and measure to overcome them successfully.

One of the greatest efforts of risk management is to identify risks that will be present in the project, having an open mind set that focuses on future scenarios that may occur. Partners, having a thorough knowledge, experience and expertise in the field of their participation, will be the main source to identify these risks.

All risks will not be treated equally, a prioritization will be done based on the impact that a risk has compared to another, its effects, and the likelihood that it will occur. Definitely, risks that will have major impact and may cause biggest losses shall be encountered first.

In the course of the project the consortium will have to agree on and develop technical, scientific and implementation ideas and specifications. Usually, an agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter or agreed written minutes. For important issues, the agreement may take the form of a short report that needs to be signed by those responsible for decision-making. Non-technical factors such as resource allocation and contractual terms will also need to be agreed and documented in writing. Individual participants will immediately inform the coordinator if potential conflict situations arise.

The contract between the project coordinator and the partners will also set the procedures and measures to adopt in case of conflict.

The preparation of the budget and the planning was the result of careful analysis. It corresponds closely to the reality of a project such as this one in terms of needs and available resources. This will facilitate budget control and the administrative workload that goes into it.

The expertise and experience of all the project partners, and notably the project coordinator, in the management of European projects will guarantee a successful achievement of all financial requirements. The project coordinator will provide appropriate tools and templates to partner organizations for careful and precise monitoring of project management:

- A detailed calendar of the activities identifying their preparation, implementation and evaluation.
- Appropriate and user friendly project templates.
- A financial tool adapted to the project budget monitoring.
- A “state of art” session at each transnational meeting, to collectively monitor the implementation of the project.
- A « planning and to do » session at the end of each transnational meeting to sum up the subsequent tasks and activities to be carried out by partners in the subsequent months.

Finally, twice during the project, an interim financial report will be elaborated by each partner and delivered to the coordinator, with the necessary supporting documents, in order to adapt and plan future actions. This procedure will also ensure that any problem or deviation in budget or time is early identified and that the necessary actions take place to forecast the new resources to be allocated in

the subsequent periods.



Implementation

Please explain how will the project activities lead to the achievement of the project objectives and delivery of the planned results?

B1. Selection of participants in the workshops by each region/municipality. As specified elsewhere, depending of each regional partners' group, at least three participants per region will take part in the workshops, .i.e. a public authority representative (or his/her delegate), a civil servant dealing with the topic, and a VET provider. Depending on the amount of partners per region, more participants can be taken into account, such as regional and sub-regional policy officers or VET staff and teachers, up to 4 participants per region. This will allow the selection of participants in the right position to share and implement the workshop outcomes back at their regions.

B2. Workshop development.

B2.1. After the kick-off meeting, during which the project axes will be accurately described and priorities will be set, workshop guidelines will be elaborated by the project coordinator with support of EARLALL in close contact with the foreseen workshop organisers. This document will include a workshop structure, a set of mandatory and optional activities for each workshop, as well target adequacy and involvement strategies building up on the conclusions of the kick-off meeting. This activity will be carried out in parallel with the preparation phase activities. The guidelines will be updated after each workshop on the basis of the feedback gathered at it, after discussing it in the subsequent transnational meeting.

B2.2. Upon reception of the guidelines, the workshop-organising partner, in close cooperation with the project coordinator and EARLALL, will develop the workshop programme, adapting the guidelines to their regional context.

B2.3. Local external communication will be key to invite the relevant local and regional stakeholders to the workshop, whether as participants, speakers, guides, moderators or facilitators.

B3. Workshop preparation by participants. All partners attending the workshop will prepare information about the specific topic to be tackled in their region, including relevant examples and questions.

B4. Workshop celebration. Peer-learning activities will be organised under the form of international workshops to take place in four European regions with relevant experience and success stories in the field of skills matching and anticipation. The regions participating in these activities — the number of regions taking part is not restricted to the ones organising the workshops — will transversally cover skills (with especial regard to the Entrecomp and Digicomp frameworks of the European Commission), sectors and gender equality (especially regarding STEM and Industry 4.0), and each workshop will revolve around a different thematic approach. These approaches, complementary to each other, are rooted on the labour market skills intelligence and the skills governance process:

B4.1. Forecasting/anticipation: identification of target groups most vulnerable in the context of Industry 4.0, essentially lacking soft skills, digital skills and entrepreneurial spirit (an entrepreneurial approach to learning). Ideation of anticipation strategies to bridge identified prospective gaps and Autumn 2019, Florence (Tuscany).

B4.2. Assessment/adaptation: identification of target groups (long-term unemployed and workers lacking basic skills, including digital, at risk of unemployment, VET students and apprentices) and learning opportunities already available, assessment of the existing gaps between the training offer and workers'/employers' needs. Encouraging partnerships with employers to stimulate the supply of skills: apprenticeships, collaborative investment in training, etc. Spring 2020, Gothenburg (Västra Götaland).

B4.3. Transmission: identification of similarities between different sectors in the same region in terms of skills adaptation/anticipation needs, targeting different audiences. Involvement of education institutions, career guidance and employment services in the process, fostering also cooperation between companies to map the needs landscape. Autumn 2020, Bergen (Hordaland).

B4.4. Use: shaping the education and training offer / incentives / active labour market policies. Development of training curricula paying close attention to the labour market needs, including dual training, apprenticeships, and teacher update training initiatives. Spring 2021, Barcelona (Catalonia) Each workshop will take part in a different region with relevant theme-related (assessment, anticipation, transmission and use) best practices, focusing on specific sectors (to be confirmed depending on their weight in each region and their peer-learning potential) and concrete aspects of identified regional priorities, tackling all transversal topics. This will allow the identification of pillars for regional learning ecosystems and their further development and promotion (by means of investment, cooperation, etc.) in the future.

B5. Elaboration of regional roadmaps: milestones and forecasts that will allow sustainability.

How will you communicate and cooperate with your partners?

Collaboration rules between the partners will be defined, including documented procedures for decision making, control procedures, conflict resolution and compliance to EC requirements. Management procedures will be simple to facilitate the project procedures and progress.

As already mentioned, major management bodies are:

- Steering Committee, the top-level body for decisions, comprised of the formal representatives of each partner.
- Project Coordinator, responsible for the overall project management, including administration, planning, quality assurance, reporting, inter-consortium and communication with the National Agency.
- Networking and Quality Managers, responsible for dissemination, planning, controlling of the project and decision making on all issues.

Special attention will be paid to keeping the partners informed on the project's status, planning, news and other important issues. The project coordinator will be responsible for channelling the relevant information to the partners: minutes of meetings, financial information, official technical and financial reports submitted to the National Agency, publication of results etc. Most of communication within the project will be handled through e-mail and purpose-made mailing lists according to themes or interests of the partners.

The project website will present information about the stage of the project and implemented activities, as well as contact details for the persons that can give additional information on specific topics. The web site will also provide free access to the project results and will also enable communication and the information of interested stakeholders about the activities and the outcomes of the project. The project website will also invite interested stakeholders to join the project community of practitioners.

The partners will also open an online communication platform where to share documents and information. Basecamp and/or Google Drive will be analysed and proposed as Stride for Stride project partners platform. It will be reserved for consortium members, EC and NA project officers, external experts and project reviewers. It will centralize all documents related to the project grouped per activity and per task (draft and final deliverables, documentation, source codes, meeting reports etc.). The private part will enable access to internal documents, meeting agendas, supporting material, and individual to-do-lists.

The consortium will hold regular web-based or Skype meetings and plenary face-to-face meetings. For each specific activity, at least one web-based meeting every month will be organised in order to report on progress and discuss possible issues. All partners involved in each activity will participate in these to set up the methodologies, the design of the material, exchange views and set the deadlines.

Have you used or do you plan to use eTwinning, School Education Gateway, EPALE or the Erasmus+ Project Results Platform for preparation, implementation or follow-up of your project? If yes, please describe how.

Yes. During the implementation phase, we will keep on using EU resources for the development and implementation of our activities. We will mainly use EPALE as essential resource for dissemination the project results to a wider community of practitioners and policymakers across Europe. To do so, we will upload practical informations about the project, its training workshops and its results.

The Erasmus+ Project Results Platform will be used to upload the project results. Given the fact that regional authorities are involved in the project, we will also liaise with the Committee of the Regions, try to promote the project during the European Week of Regions and Cities 2020 (half way through the project) and its website.

EARLALL and the project coordinator will be responsible for making sure that the EU resources are used at their best.



Intellectual Outputs

Do you plan to include intellectual outputs in your project?

No



Multiplier Events

Do you plan to include Multiplier Events in your project?

No

Multiplier Events Summary

Learning, Teaching, Training Activities

List of Activities

Do you plan to include transnational learning, teaching or training activities in your project?

Yes

In case you plan to include learning, teaching or training activities please encode them here.

ID	Activity Title	Leading Organisation	Activity Type	Field	Starting Period	No. of Participants	No. of Accompanying Persons	Grant
C1	Workshop 1: Skills Anticipation	REGIONE TOSCANA	Short-term joint staff training events	VET	05-2020	24	0	13407.00 EUR
C2	Workshop 2: Skills Adaptation	VASTRA GOTALANDS LANS LANDSTING	Short-term joint staff training events	VET	10-2020	24	0	13302.00 EUR
C3	Workshop 3: Transmission	Hordaland fylkeskommune	Short-term joint staff training events	VET	05-2021	24	0	13537.00 EUR
C4	Workshop 4: Use	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA	Short-term joint staff training events	VET	10-2021	23	0	13694.00 EUR
Total								53940.00 EUR



Activity Details (C1)

Field

VET

Activity Type

Short-term joint staff training events

Activity Title

Workshop 1: Skills Anticipation

Activity Description (including profile of participants per organisation, goals and results of the activity)

This first workshop will tackle skills intelligence and forecasting, revolving around regional skills anticipation methods, led by Tuscany Region and IRPET. As Cedefop (Skills Forecast, 2018) puts out, education and training need to adjust to, and anticipate, changes that affect economies and societies and, therefore the labour market. However, forecasts tend to focus only on national level, overseeing regional disparities, which are eventually crucial for education offer development, and this is why this workshop will allow regional education, VET and employment responsible authorities, together with VET teachers and managers, to learn from regional challenges and success factors for skills intelligence development.

Within the framework of Regional Law n. 32/2002, skills anticipation is a high priority for Tuscany Region, and this is why it will host this first workshop. They have already carried out extensive research on training 4.0 through IRPET, identifying strategic sectors and skills needs, and are in condition to guide the best practice exchange dealing with this area of the skills governance process. With this aims, the workshop will tackle the following transversal topics: identification of target groups most vulnerable in the context of Industry 4.0, essentially lacking soft skills, digital skills and entrepreneurial spirit (an entrepreneurial approach to learning); ideation of anticipation strategies to bridge identified prospective gaps; application of quantitative and qualitative methods to assess companies' future skills needs and develop training curricula for upskilling and reskilling that match them. This will build on the success of Tuscan-specific regional priority sectors, and on IRPET's reports "What Training for the Unemployed? An Impact Evaluation for Targeting Training Courses" (2018) and "Mismatch in Tuscany: general evidence and point of view of the regional production system" (2018). Furthermore, the other six participating regions will also provide their experiences in multi-stakeholder involvement, research conduction and skills intelligence strategies, showing sector-specific examples and sharing their challenges and needs.

The workshop will combine a more theoretical workshop-like part with practical on-the-ground learning. However, the workshop will not only open space for exchange, but also provide a hub for dialectical idea development and creative solution provision to challenges. A tentative programme will be the following:

- 12-hour programme featuring Tuscan institutions and stakeholders interventions, plus consortium partner interventions.
- 4-hour world-café "skills intelligence hub" session, with the participation of regional stakeholders and invited partners.
- 8-hour study-visit programme including study visits to companies, research institutions and training centres.

The specified hours will be distributed along the 3-day programme according to speakers and trainers' availability and programme needs; the draft agenda will be distributed as follows:

- Day 1: welcome, presentations by Tuscan institutions and IRPET (6 hours) + study visits (2 hours)
- Day 2: presentation by consortium partners (6 hours) + study visits (2 hours)
- Day 3: Skills Intelligence Hub (4 hours) + study visits (4 hours)

All partners will take part in this training sessions, by means of regional delegations of at least three people as specified elsewhere in this application. Expected results are improvement of regional staff capacity building for skills governance, focusing in this case on skills anticipation. Therefore, the main learning outcomes to be acquired by means of this training sessions will be:

- Anticipation strategies, hints for skills intelligence process development.
- Stakeholders that need to be involved for skills anticipation, plus multi-stakeholder involvement and management strategies.
- Successful methodologies and potential solutions for regional skills challenges.

The contents herein will be reviewed during the kick-off meeting, during which the project axes will be accurately described and updated priorities will be set. Workshop guidelines will be elaborated by

the project coordinator and Hordaland, with support of EARLALL in close contact with Tuscany region.

Leading Organisation

REGIONE TOSCANA

Participating Organisations

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO

GOTEBORGSREGIONENS KOMMUNALFORBUND

HARDANGERRADET IKS

Hordaland fylkeskommune

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA

REGION BRETAGNE

Srednja skola "Arboretum Opeka"

Srednja strukovna skola

VARAZDINSKA ZUPANIJA

VASTRA GOTALANDS LANS LANDSTING

Duration (days)

3

Country of Venue

Italy

Starting Period

05-2020

Groups of Participants

ID	Sending Organisation / Country	Distance Band	Duration (days)	No. of Participants	No. of Accompanying Persons	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium	500-1999 km	3	1	0	593.00 EUR
2	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA / Spain	500-1999 km	3	3	0	1779.00 EUR
3	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain	500-1999 km	3	3	0	1779.00 EUR
4	GOTEBORGSREGIONENS KOMMUNALFÖRBUND / Sweden	500-1999 km	3	2	0	1186.00 EUR
5	HARDANGERRADET IKS / Norway	500-1999 km	3	2	0	1186.00 EUR
6	Hordaland fylkeskommune / Norway	500-1999 km	3	2	0	1186.00 EUR
7	ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy	0-9 km	3	2	0	636.00 EUR
8	REGION BRETAGNE / France	500-1999 km	3	3	0	1779.00 EUR
9	Srednja skola "Arboretum Opeka" / Croatia	500-1999 km	3	1	0	593.00 EUR



10	Srednja strukovna skola / Croatia	500-1999 km	3	1	0	593.00 EUR
11	VARAZDINSKA ZUPANIJA / Croatia	500-1999 km	3	2	0	1186.00 EUR
12	VASTRA GOTALANDS LANS LANDSTING / Sweden	500-1999 km	3	2	0	911.00 EUR
Total						13407.00 EUR

Group 1, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 2, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

3



No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 3, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO
VASCO / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

Individual Support



No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 4, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

GOTEBORGSREGIONENS KOMMUNALFORBUND / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 5, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

HARDANGERRADET IKS / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 6, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

Hordaland fylkeskommune / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 7, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget
Travel

Distance Band	0-9 km
No. of Participants	2
Grant per Participant	0.00 EUR
Total Travel Grant	0.00 EUR

Exceptional Costs for Expensive Travel
Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 8, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

REGION BRETAGNE / France

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 9, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

Srednja skola "Arboretum Opeka" / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 10, Activity C1 (Workshop 1: Skills Anticipation)



Organisation / Country

Srednja strukovna skola / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 11, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

VARAZDINSKA ZUPANIJA / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 12, Activity C1 (Workshop 1: Skills Anticipation)

Organisation / Country

VASTRA GOTALANDS LANS LANDSTING / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Italy

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support



No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Activity Budget

Budget Items	Grant
Travel	5775.00 EUR
Individual Support	7632.00 EUR
Total	13407.00 EUR



Activity Details (C2)

Field

VET

Activity Type

Short-term joint staff training events

Activity Title

Workshop 2: Skills Adaptation

Activity Description (including profile of participants per organisation, goals and results of the activity)

This second workshop will tackle skills assessment, strongly linked with the first one as second part of the skills intelligence process, revolving around regional skills adaptation methods, and led by Västra Götaland Region together with Gothenburg Region (local area belonging to the former). As Cedefop (Skills Forecast, 2018) puts out, education and training need to adjust to changes that affect economies and societies and, therefore the labour market. However, as happened in the case of anticipation, adaptation methods tend as well to focus only on national level, overseeing regional disparities, which are eventually crucial for education offer development, and this is why this workshop will allow regional education, VET and employment responsible authorities, together with VET teachers and managers, to learn from regional challenges and success factors for skills intelligence development.

With a diversified business sector (industry, services, transports/trade) and an export dependency, Västra Götaland Region offers an excellent example of how reskilling and upskilling methods based on assessment results for skills adaptation can help mitigate an excessive demand for workers, with an important role of migrants in the process. Furthermore, local involvement is deemed a crucial success factor in terms of investments in innovations (increased labour productivity), in human capital and in skill integration (Industry 4.0). The goal of the region's strategies in place is increasing the labour market participation rates reaching full employment among native born, with foreign born a resource and human capital investments.

The workshop will tackle the following transversal topics: identification of target groups (long-term unemployed and workers lacking basic skills, including digital, at risk of unemployment, VET students and apprentices) and learning opportunities already available, assessment of the existing gaps between the training offer and workers'/employers' needs, encouraging partnerships with employers to stimulate the supply of skills: apprenticeships, collaborative investment in training, etc. This will build on the success of Region Västra Götaland (VGR), Business Region (BRG) and Gothenburg Region as important forces interacting with industry and commerce, Gothenburg University and Chalmers University of Technology. Furthermore, the other six participating regions will also provide their experiences in multi-stakeholder involvement, research conduction and skills intelligence strategies, showing sector-specific examples and sharing their challenges and needs. The workshop will combine a more theoretical workshop-like part with practical on-the-ground learning. However, the workshop will not only open space for exchange, but also provide a hub for dialectical idea development and creative solution provision to challenges. A tentative programme will be the following:

- 12-hour programme featuring Västra Götaland and Gothenburg's institutions and stakeholders interventions, consortium partner interventions.
- 4-hour world-café "skills intelligence hub" session, with the participation of regional stakeholders and invited partners.
- 8-hour study-visit programme including study visits to companies, research institutions and training centres.

The specified hours will be distributed along the 3-day programme according to speakers and trainers' availability and programme needs; the draft agenda will be distributed as follows:

- Day 1: welcome, presentations by Västra Götaland and Gothenburg's institutions (6 hours) + study visits (2 hours)
- Day 2: presentation by consortium partners (6 hours) + study visits (2 hours)
- Day 3: Skills Intelligence Hub (4 hours) + study visits (4 hours)

All partners will take part in this training sessions, by means of regional delegations of at least three people as specified elsewhere in this application. Expected results are improvement of regional staff capacity building for skills governance, focusing in this case on skills adaptation. Therefore, the main

learning outcomes to be acquired by means of this training sessions will be:

- Adaptation strategies, hints for skills intelligence process development.
- Stakeholders that need to be involved for skills adaptation, plus multi-stakeholder involvement and management strategies.
- Successful methodologies and potential solutions for regional skills challenges.

The contents herein will be reviewed during the second transnational meeting, during which the project axes will be accurately renewed and updated priorities will be set according to the feedback collected during and after the first workshop. Workshop guidelines will also be updated by the project coordinator with support of EARLALL in close contact with Västra Götaland region.

Leading Organisation

VASTRA GOTALANDS LANS LANDSTING

Participating Organisations

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR
L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO
VASCO

GOTEBORGSREGIONENS KOMMUNALFORBUND

HARDANGERRADET IKS

Hordaland fylkeskommune

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA

REGION BRETAGNE

REGIONE TOSCANA

Srednja skola "Arboretum Opeka"

Srednja strukovna skola

VARAZDINSKA ZUPANIJA

Duration (days)

3

Country of Venue

Sweden

Starting Period

10-2020



Groups of Participants

ID	Sending Organisation / Country	Distance Band	Duration (days)	No. of Participants	No. of Accompanying Persons	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium	500-1999 km	3	1	0	593.00 EUR
2	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA / Spain	500-1999 km	3	3	0	1779.00 EUR
3	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain	500-1999 km	3	3	0	1779.00 EUR
4	GOTEBORGSREGIONENS KOMMUNALFÖRBUND / Sweden	0-9 km	3	2	0	636.00 EUR
5	HARDANGERRADET IKS / Norway	100-499 km	3	2	0	996.00 EUR
6	Hordaland fylkeskommune / Norway	100-499 km	3	2	0	996.00 EUR
7	ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy	500-1999 km	3	2	0	1186.00 EUR
8	REGION BRETAGNE / France	500-1999 km	3	3	0	1779.00 EUR
9	REGIONE TOSCANA / Italy	500-1999 km	3	2	0	1186.00 EUR
10	Srednja skola	500-1999	3	1	0	593.00

	"Arboretum Opeka" / Croatia	km				EUR
11	Srednja strukovna skola / Croatia	500-1999 km	3	1	0	593.00 EUR
12	VARAZDINSKA ZUPANIJA / Croatia	500-1999 km	3	2	0	1186.00 EUR
Total						13302.00 EUR

Group 1, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 2, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

3



No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 3, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO
VASCO / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

Individual Support



No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 4, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

GOTEBORGSREGIONENS KOMMUNALFORBUND / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	0-9 km
No. of Participants	2
Grant per Participant	0.00 EUR
Total Travel Grant	0.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 5, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

HARDANGERRADET IKS / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget
Travel

Distance Band	100-499 km
No. of Participants	2
Grant per Participant	180.00 EUR
Total Travel Grant	360.00 EUR

Exceptional Costs for Expensive Travel
Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 6, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

Hordaland fylkeskommune / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	100-499 km
No. of Participants	2
Grant per Participant	180.00 EUR
Total Travel Grant	360.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 7, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 8, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

REGION BRETAGNE / France

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget
Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel
Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 9, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

REGIONE TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 10, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

Srednja skola "Arboretum Opeka" / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 11, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

Srednja strukovna skola / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget
Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel
Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 12, Activity C2 (Workshop 2: Skills Adaptation)

Organisation / Country

VARAZDINSKA ZUPANIJA / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Sweden

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

Individual Support



No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Activity Budget

Budget Items	Grant
Travel	5670.00 EUR
Individual Support	7632.00 EUR
Total	13302.00 EUR



Activity Details (C3)

Field

VET

Activity Type

Short-term joint staff training events

Activity Title

Workshop 3: Transmission

Activity Description (including profile of participants per organisation, goals and results of the activity)

As stated by EU Commission's EEPO report "Skills Governance in EU Member States" (2015), "there are many target audiences for the transmission of skills intelligence, including Ministries and government agencies, social partners, education and training providers, career guidance services, regional authorities, companies/employers, qualification organisations and even jobseekers, students and graduates." However, as the report points out, the skills intelligence transmission is mainly carried out by means of online dissemination and events, in a one-direction process that mainly comes from authorities to practitioners. This is why this workshop will focus on multistakeholder dialogue to foster joint actions and cross-sectoral cooperation, focusing on shared targets and objectives with especial attention to the individual to provide a common answer to skills challenges and build true skills ecosystems.

In this context, Hordaland Career Services raise as a crucial example of skills intelligence transmission (in line also with the previously mentioned report, which mentions that it is relatively rare for jobseekers and career guidance services to be targeted in skills transmission as a weak point of national level initiatives. Therefore, the utmost relevance of Hordaland's expertise in how to use career guidance strategically is a tool to meet the regional and national needs of continuous changing labour market demands in a region of great variety of industry.

The workshop will tackle the following transversal topics: identification of similarities between different sectors in the same region in terms of skills adaptation/anticipation needs, targeting different audiences. Involvement of education institutions, career guidance and employment services in the process, fostering also cooperation between companies to map the needs landscape.

Bergen is a big city with commerce, clusters of research, media, ICT, universities etc. The more rural areas of the region produce ships and oil rigs, and industry in relation to that, while other parts focus on natural resources like fruit and other agricultural products. Marine and tourism sectors are also important. This is why the transmission process has deemed to be fundamental both in the past and the present (and will be in the future) for the region, offering test-proven solutions to skills challenges. The workshop will combine a more theoretical workshop-like part with practical on-the-ground learning. However, the workshop will not only open space for exchange, but also provide a hub for dialectical idea development and creative solution provision to challenges. A tentative programme will be the following:

- 12-hour programme featuring Hordaland's and Hardanger's institutions and stakeholders interventions, consortium partner interventions.
- 4-hour world-café "skills intelligence transmission hub" session, with the participation of regional stakeholders and invited partners.
- 8-hour study-visit programme including study visits to companies, research institutions and training centres.

The specified hours will be distributed along the 3-day programme according to speakers and trainers' availability and programme needs; the draft agenda will be distributed as follows:

- Day 1: welcome, presentations by Hordaland's and Hardanger's institutions (6 hours) + study visits (2 hours)
- Day 2: presentation by consortium partners (6 hours) + study visits (2 hours)
- Day 3: Skills Intelligence Hub (4 hours) + study visits (4 hours)

All partners will take part in this training sessions, by means of regional delegations of at least three people as specified elsewhere in this application. Expected results are improvement of regional staff capacity building for skills governance, focusing in this case on skills intelligence transmission.

Therefore, the main learning outcomes to be acquired by means of this training sessions will be:

- Strategies and hints for skills intelligence transmission.
- Stakeholders that need to be involved for skills transmission, plus multi-stakeholder involvement and management strategies.

- Successful methodologies and potential solutions for regional sectoral skills challenges. The contents herein will be reviewed during the third transnational meeting, during which the project axes will be accurately renewed and updated priorities will be set according to the feedback collected during and after the second workshop. Workshop guidelines will be previously updated by the project coordinator and Hordaland with support of EARLALL in close contact with Hordaland region.

Leading Organisation

Hordaland fylkeskommune

Participating Organisations

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO

GOTEBORGSREGIONENS KOMMUNALFORBUND

HARDANGERRADET IKS

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA

REGION BRETAGNE

REGIONE TOSCANA

Srednja skola "Arboretum Opeka"

Srednja strukovna skola

VARAZDINSKA ZUPANIJA

VASTRA GOTALANDS LANS LANDSTING

Duration (days)

3

Country of Venue

Norway

Starting Period

05-2021

Groups of Participants

ID	Sending Organisation / Country	Distance Band	Duration (days)	No. of Participants	No. of Accompanying Persons	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium	500-1999 km	3	1	0	593.00 EUR
2	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA / Spain	2000-2999 km	3	3	0	2034.00 EUR
3	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain	2000-2999 km	3	3	0	2034.00 EUR
4	GOTEBORGSREGIONENS KOMMUNALFÖRBUND / Sweden	100-499 km	3	2	0	996.00 EUR
5	HARDANGERRADET IKS / Norway	0-9 km	3	2	0	636.00 EUR
6	ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy	500-1999 km	3	2	0	911.00 EUR
7	REGION BRETAGNE / France	500-1999 km	3	3	0	1779.00 EUR
8	REGIONE TOSCANA / Italy	500-1999 km	3	2	0	1186.00 EUR
9	Srednja skola "Arboretum Opeka" / Croatia	500-1999 km	3	1	0	593.00 EUR
10	Srednja strukovna	500-1999	3	1	0	593.00



	skola / Croatia	km				EUR
11	VARAZDINSKA ZUPANIJA / Croatia	500-1999 km	3	2	0	1186.00 EUR
12	VASTRA GOTALANDS LANS LANDSTING / Sweden	100-499 km	3	2	0	996.00 EUR
Total						13537.00 EUR

Group 1, Activity C3 (Workshop 3: Transmission)

Organisation / Country

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR
L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 2, Activity C3 (Workshop 3: Transmission)

Organisation / Country

DEPARTAMENT D'ENSENYAMENT - GENERALITAT DE CATALUNYA / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Norway

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	2000-2999 km
No. of Participants	3
Grant per Participant	360.00 EUR
Total Travel Grant	1080.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 3, Activity C3 (Workshop 3: Transmission)

Organisation / Country

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	2000-2999 km
No. of Participants	3
Grant per Participant	360.00 EUR
Total Travel Grant	1080.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 4, Activity C3 (Workshop 3: Transmission)

Organisation / Country

GOTEBORGSREGIONENS KOMMUNALFORBUND / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	100-499 km
No. of Participants	2
Grant per Participant	180.00 EUR
Total Travel Grant	360.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support



No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 5, Activity C3 (Workshop 3: Transmission)

Organisation / Country

HARDANGERRADET IKS / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	0-9 km
No. of Participants	2
Grant per Participant	0.00 EUR
Total Travel Grant	0.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 6, Activity C3 (Workshop 3: Transmission)

Organisation / Country

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 7, Activity C3 (Workshop 3: Transmission)

Organisation / Country

REGION BRETAGNE / France

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 8, Activity C3 (Workshop 3: Transmission)

Organisation / Country

REGIONE TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 9, Activity C3 (Workshop 3: Transmission)

Organisation / Country

Srednja skola "Arboretum Opeka" / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 10, Activity C3 (Workshop 3: Transmission)

Organisation / Country

Srednja strukovna skola / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Norway

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 11, Activity C3 (Workshop 3: Transmission)

Organisation / Country

VARAZDINSKA ZUPANIJA / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 12, Activity C3 (Workshop 3: Transmission)

Organisation / Country

VASTRA GOTALANDS LANS LANDSTING / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Norway

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	100-499 km
No. of Participants	2
Grant per Participant	180.00 EUR
Total Travel Grant	360.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Activity Budget

Budget Items	Grant
Travel	5905.00 EUR
Individual Support	7632.00 EUR
Total	13537.00 EUR



Activity Details (C4)

Field

VET

Activity Type

Short-term joint staff training events

Activity Title

Workshop 4: Use

Activity Description (including profile of participants per organisation, goals and results of the activity)

The last workshop, focusing on skills intelligence use and skills ecosystems consolidation, will be led by the project coordinator, Catalonia. In the last years the Catalan Department of Education has modularized the structure of the VET curricula, allowing an easier implementation of the recognition of competences gained in various ways, including non-formal and informal education or learning outcomes gained in other systems during mobility experiences. This implementation of skills intelligence strategies, also in cooperation with companies by means of the General Council of Chambers of Commerce, has been key to face the skills challenges in the region.

Therefore, the workshop will tackle the following transversal topics: shaping the education and training offer / incentives / active labour market policies; development of training curricula paying close attention to the labour market needs, including dual training, apprenticeships, and teacher update training initiatives.

The workshop will combine a more theoretical workshop-like part with practical on-the-ground learning. However, the workshop will not only open space for exchange, but also provide a hub for dialectical idea development and creative solution provision to challenges. A tentative programme will be the following:

- 12-hour programme featuring Catalan institutions and stakeholders interventions, consortium partner interventions.
- 4-hour world-café “skills intelligence use hub” session, with the participation of regional stakeholders and invited partners.
- 8-hour study-visit programme including study visits to companies, research institutions and training centres.

The specified hours will be distributed along the 3-day programme according to speakers and trainers’ availability and programme needs; the draft agenda will be distributed as follows:

- Day 1: welcome, presentations by Catalan institutions (6 hours) + study visits (2 hours)
- Day 2: presentation by consortium partners (6 hours) + study visits (2 hours)
- Day 3: Skills Intelligence Hub (4 hours) + study visits (4 hours)

All partners will take part in this training sessions, by means of regional delegations of at least three people as specified elsewhere in this application. Expected results are improvement of regional staff capacity building for skills governance, focusing in this case on skills use. Therefore, the main learning outcomes to be acquired by means of this training sessions will be:

- Strategies and hints for skills intelligence use.
- Stakeholders that need to be involved in the consolidation of skills ecosystems, plus multi-stakeholder involvement and management strategies.
- Successful methodologies and potential solutions for challenges faced by regional skills ecosystems.

The contents herein will be reviewed during the fourth transnational meeting, during which the project axes will be accurately renewed and updated priorities will be set according to the feedback collected during and after the third workshop. Workshop guidelines will be previously updated by the project coordinator (Catalonia) and Hordaland, with support of EARLALL.

Leading Organisation**DEPARTAMENT D'ENSENYAMENT- GENERALITAT DE CATALUNYA**

Participating Organisations

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO

GOTEBORGSREGIONENS KOMMUNALFORBUND

HARDANGERRADET IKS

Hordaland fylkeskommune

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA

REGION BRETAGNE

REGIONE TOSCANA

Srednja skola "Arboretum Opeka"

Srednja strukovna skola

VARAZDINSKA ZUPANIJA

VASTRA GOTALANDS LANS LANDSTING

Duration (days)

3

Country of Venue

Spain

Starting Period

10-2021

Groups of Participants

ID	Sending Organisation / Country	Distance Band	Duration (days)	No. of Participants	No. of Accompanying Persons	Grant
1	ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium	500-1999 km	3	1	0	593.00 EUR
2	DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain	100-499 km	3	3	0	1494.00 EUR
3	GOTEBORGSREGIONENS KOMMUNALFORBUND / Sweden	500-1999 km	3	2	0	1186.00 EUR
4	HARDANGERRADET IKS / Norway	2000-2999 km	3	2	0	1356.00 EUR
5	Hordaland fylkeskommune / Norway	2000-2999 km	3	2	0	1356.00 EUR
6	ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy	500-1999 km	3	2	0	1186.00 EUR
7	REGION BRETAGNE / France	500-1999 km	3	3	0	1779.00 EUR
8	REGIONE TOSCANA / Italy	500-1999 km	3	2	0	1186.00 EUR
9	Srednja skola "Arboretum Opeka" / Croatia	500-1999 km	3	1	0	593.00 EUR
10	Srednja strukovna skola / Croatia	500-1999 km	3	1	0	593.00 EUR

11	VARAZDINSKA ZUPANIJA / Croatia	500-1999 km	3	2	0	1186.00 EUR
12	VASTRA GOTALANDS LANS LANDSTING / Sweden	500-1999 km	3	2	0	1186.00 EUR
Total						13694.00 EUR

Group 1, Activity C4 (Workshop 4: Use)

Organisation / Country

ASSOCIATION EUROPEENNE DES AUTORITES REGIONALES ET LOCALES POUR
L'APPRENTISSAGE TOUT AU LONG DE LA VIE AISBL / Belgium

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 2, Activity C4 (Workshop 4: Use)

Organisation / Country

DEPARTAMENTO DE EDUCACION, POLITICA LINGUISTICA Y CULTURA DEL GOBIERNO VASCO / Spain

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Spain

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	100-499 km
No. of Participants	3
Grant per Participant	180.00 EUR
Total Travel Grant	540.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 3, Activity C4 (Workshop 4: Use)

Organisation / Country

GOTEBORGSREGIONENS KOMMUNALFORBUND / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 4, Activity C4 (Workshop 4: Use)

Organisation / Country

HARDANGERRADET IKS / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	2000-2999 km
No. of Participants	2
Grant per Participant	360.00 EUR
Total Travel Grant	720.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support



No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 5, Activity C4 (Workshop 4: Use)

Organisation / Country

Hordaland fylkeskommune / Norway

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	2000-2999 km
No. of Participants	2
Grant per Participant	360.00 EUR
Total Travel Grant	720.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 6, Activity C4 (Workshop 4: Use)

Organisation / Country

ISTITUTO REGIONALE PROGRAMMAZIONE ECONOMICA TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 7, Activity C4 (Workshop 4: Use)

Organisation / Country

REGION BRETAGNE / France

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

3

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

3

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	3
Grant per Participant	275.00 EUR
Total Travel Grant	825.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	3
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	954.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	954.00 EUR

Group 8, Activity C4 (Workshop 4: Use)

Organisation / Country

REGIONE TOSCANA / Italy

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 9, Activity C4 (Workshop 4: Use)

Organisation / Country

Srednja skola "Arboretum Opeka" / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 10, Activity C4 (Workshop 4: Use)

Organisation / Country

Srednja strukovna skola / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Spain

No. of Participants

1

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

1

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	1
Grant per Participant	275.00 EUR
Total Travel Grant	275.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	1
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	318.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	318.00 EUR

Group 11, Activity C4 (Workshop 4: Use)

Organisation / Country

VARAZDINSKA ZUPANIJA / Croatia

Activity Type

Short-term joint staff training events

Duration (days)

3

Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support

No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Group 12, Activity C4 (Workshop 4: Use)

Organisation / Country

VASTRA GOTALANDS LANS LANDSTING / Sweden

Activity Type

Short-term joint staff training events

Duration (days)

3



Country of Venue

Spain

No. of Participants

2

No. of Accompanying Persons

0

Total No. of Participants and accompanying persons

2

Group Budget

Travel

Distance Band	500-1999 km
No. of Participants	2
Grant per Participant	275.00 EUR
Total Travel Grant	550.00 EUR

Exceptional Costs for Expensive Travel

No. of Participants	0
Description and Justification	
Grant (EUR)	0.00 EUR

Individual Support



No. of Participants	2
Duration per Participant (days)	3
Grant per Participant	318.00 EUR
Total (for Participants)	636.00 EUR
No. of Accompanying Persons	0
Duration per Accompanying Person (days)	0
Grant per Accompanying Person	0.00 EUR
Total (for Accompanying Persons)	0.00 EUR
Total Individual Support Grant	636.00 EUR

Activity Budget

Budget Items	Grant
Travel	6380.00 EUR
Individual Support	7314.00 EUR
Total	13694.00 EUR

Background Information

What is the added value of these learning, teaching or training activities (including long-term activities) with regards to the achievement of the project objectives?

The four workshops proposed will cover the four steps of the skills governance process, tackling skills intelligence (involving skills (1) anticipation / (2) adaptation) (3) transmission and (4) use, taking into account the quadruple helix actors and involving all relevant stakeholders, including those overseen in previous exercises by Member States with the goal of providing a non-exhaustive basis for further development of skills ecosystems in Europe and building resilient and cohesive societies. As stated by EU Commission's EEPO report "Skills Governance in EU Member States" (2015), "mixing methods and tools can be valuable [for skills intelligence development], but only if results are discussed through cooperation with and involvement of stakeholders." This is why a step further will be taken with a two-folded innovative aim:

1. Tackling skills intelligence and forecasting at regional level to build regional skills ecosystems, and
2. involving all relevant actors featured in the quadruple helix interaction system (see project description) to help building powerful skills intelligence tools, not only as external validators of the process, but as intrinsic part of it.

The Skills Intelligence Hub concept will provide an arena to develop integrated ideas that help go through the current obstacles faced by all regional actors, from companies to public authorities, as well as training centres and people themselves. These ideas will build on best-practice exchange both on the ground and provided by participants' experiences, opening a dialogue process to promote common work towards the consolidation of efficient and resilient skills ecosystems.

How will you select, prepare and support participants and ensure their safety? Please describe the practical arrangements including training, teaching or learning agreements, if applicable.

Participants will be selected at regional level according to their wish and capacities for the project topics. As mentioned before, a team of a minimum three regional participants will travel to each workshop, and each region will be responsible of selecting the most adequate persons to receive the training and provide quality inputs both during the workshops and back home. Each workshop might require different types of participants according to the skills governance process and regional priorities both in terms of sectors and strategic goals.

After selection, each participant will be integrated in the regional team, and involved in all required activities. Internal communication channels (both at regional and European level) will ensure the correct transmission of information and project process awareness by all participants.

Participants' preparation will be done about one month prior to the workshop celebration, ensuring the availability of useful information and enabling previous challenge identification. After defining the participants, regional internal meetings might take place and according to work programme and destination, all guiding information will be given them by project the coordinator.

Travel and health insurance will be arranged. Weather conditions will be informed beforehand and all necessary preparation will be done under the supervision of the coordinator.

Please also describe the arrangements for recognition or validation of the learning outcomes of the participants in learning, teaching or training activities. Will your project make use of European instruments like Europass, ECVET, Youthpass, ECTS etc. or any national instruments/certificates?

Each training workshop organiser (i.e., Tuscany, Västra Götaland Region, Hordaland County Council and Catalonia) will generate an attendance certificate specifying

- Training hours
- Description of contents and activities (including study visits)

This certificate shall be acknowledged and recognised by the participants' sending organisations.



Special Costs

Special Needs Support

ID	Organisation	Country of the Organisation	No. of Participants With Special Needs	Description and Justification	Grant (EUR)
Total					0.00 EUR

Exceptional Costs

ID	Organisation	Country of the Organisation	Description and Justification	Grant (EUR)
1	DEPARTAMENT D'ENSENYAMENT-GENERALITAT DE CATALUNYA	Spain	interpreter for training workshop/study visits	5000.00 EUR
2	REGIONE TOSCANA	Italy	interpreter for training workshop/study visits	5000.00 EUR
3	VASTRA GOTALANDS LANS LANDSTING	Sweden	Interpreter for training workshop/study visits	5000.00 EUR
4	VASTRA GOTALANDS LANS LANDSTING	Sweden	Renting premises for organising workshop 2/study visits	3000.00 EUR
5	Hordaland fylkeskommune	Norway	Interpreter for training workshop/study visits	5000.00 EUR
Total				23000.00 EUR



Follow-up

Impact

What is the expected impact on the participants, participating organisations, target groups and other relevant stakeholders?

It is foreseen that 'Stride for Stride' will have a large impact to all the involved participants and stakeholders.

Direct project beneficiaries are the participants at the training workshops and the project partners: By giving them practical hands- on training (peer learning) combined with study visits, we hope to increase their knowledge and understanding regarding the challenges linked to skills intelligence needs in the territories and to equip them with the most appropriate tools to respond to skills challenges in a fast and effective manner.

Project Partners: They will improve their regional training provisions, the skills and competences of their staff and their capacity building. They will learn from each other and also from the participating stakeholders. They will also learn more about their own regional contexts. The project will definitely improve collaborative ties among partners. We believe that the project will identify new areas where the partners might find it useful to work together and generate new projects. Apart from the training workshops and their follow-up reports, the project will generate a new dynamic way to find solutions by including relevant players at regional level and by sharing this at EU level with peers. The project partners will lead the setting up of regional ecosystems for the anticipation and adaptation of skills to regional needs (economic growth and personal development)

In terms of the other target groups that will be reached through the project, the project impacts:

* Lifelong Learners (VET students, job seekers, adults):

Learners are the main stakeholders. The partners have all come together to discuss about best processes and mechanisms to provide the education and training that best match the territorial and labour market requirements in accordance with personal development too. Even though they are not a direct project beneficiary, the partners believe that if the regions where they live provide the right structures, the learners and trainees will have more chances to discover and develop their talents, enhancing their knowledge and skillset and boosting their confidence, towards becoming active members of the community and workforce.

*VET/HVET providers: They will gain an understanding about the skills governance strategy, the different stakeholders that are involved when strategically forecast the skills that are needed in the future, the best ways to match their education and training provision to the labour market demands, to open up their centres to new cohorts of learners, etc.

* Economic and labour market agents in the regions: they will benefit from setting up a closer collaboration with the regional authorities and education establishments; they will also improve employees and citizens capacities to be employable and improve personal development and motivation; they will contribute more actively to regional growth and development and will facilitate a better attractiveness for investors, etc.

*Other stakeholders:

This last category includes many different organisations like civil society organisations, other public authorities (e.g. employment services, guidance services, etc), EU networks, etc. These stakeholders are to be found at regional/local level and at European level. They will benefit as new examples of best practices to align skill needs with education providers in different economic sectors will be available. Stride for Stride has put the citizen at a central stage and by improving the citizen's

chances for personal and economic development and growth it contributes to promoting inclusion and building fair societies.

What is the desired impact of the project at the local, regional, national, European and/or international levels?

Impact is at the heart of the project. Stride for Stride has already mobilized a large number of local/regional actors and therefore cannot be understood without considering its impact.

Local and regional impact is intrinsic to the project as the main project partners are regions themselves. The seven regions (Catalonia, Basque Country, Hordaland, Brittany, Tuscany, Vastra Gotaland and Varazdin) are participating with their administrative services dealing with VET and/or adult learning. Their capacity to transfer and exploit the project results in their territories is non-questionable. Outreaching VET centres is part of the partner regions' daily responsibilities.

The regions are well aware that, given the pace in which changes occur, setting up new comprehensive and multilayered partnerships are crucial to face education and labour market challenges. Building up regional stakeholder collaboration partnerships is the only way to provide effective responses. Combining regional strategies with the European agenda is a main policy objectives to achieve, and partner regions aim at working towards regional skills ecosystems that will gather not only the regional authorities but also the VET centres, the local/regional companies and the individual. The partners believe that, among others, the following stakeholders operating at local/regional level are main target groups:

- Other regional/local administrative services (employment services, accreditation agencies, guidance services, etc)
- Innovation agencies
- Companies, professional associations, chamber of commerce, economic operators, etc
- Education providers others than VET centres (adult education, non formal education providers, schools, etc)
- Youth organisations and their advisors
- Research institutes who support administration in carrying out analysis and studies
- Civil society organisations, NGOs, student associations, etc

The project partners also believe that the project has an important potential to attract more and more stakeholder organisations during project implementation. The project multiplicatory effect at regional and local level is to be highlighted as it guarantees its sustainability. The partners don't expect that the regional/local project dynamic in place and the close collaboration ties created to end once the project funding is finished.

Nonetheless, the project impact at European and international level shouldn't be underestimated. It is clear that the wide list of contacts that the partners have together with the project dissemination actions will promote the project and its results to a broad European and international audience.

Some of the project results, like the Roadmap with identification of best practices for skills ecosystems, are intended not only for the project partners, but to support other organisations willing to implement skills governance and skills intelligence in their own contexts.

The project will also contribute to European policy. EARLALL has been in close contact with responsible people from DG EMPL (Skills Unit - more concretely, Alison Crabb, Head of Unit, and Michael Horgan), the unit for skills and local development at OECD (Jonathan Barr) and with the EC Joint Research Centre (at the moment developing a platform for Smart Specialisation Strategies - John Edwards). All international institutions recognise the need of getting to know what is happening

in terms of skills governance at regional level. The national context is best known by the institutions, but regional practices seem to be lacking. EARLALL is committed to continue the dialogue with these organisations and to provide them with the project outcomes.

EARLALL will also liaise with other regional networks and will try make sure that other regions use the project results and apply the project methodology and main lessons learnt. Education and skills are at the top of the European leaders' agenda and Stride for Stride has a lot to contribute to in this context.

The project can also provide some practical experience to concept that the EU is developing at the moment like the Centres of Vocational Excellence and the European Education Area by 2025.

How will you measure the previously mentioned impacts?

A dedicated Quality Assurance and Evaluation strategy has been described and will run during the entire project duration. The strategy will gather indicators that can measure qualitative and quantitative project impact at different levels. As examples, and as a non-exhaustive list:

1. The number of references made to the project website and material developed (through training workshops and through the project in general).
2. The number of participants at the training workshops and study visits and the presentations delivered.
3. Audience measurements available on the web and social media, can be used to measure the impact through local mass media.
4. Information from stakeholders and international organisations consulted can be used to measure the impact at regional, European and international level
5. Number of associations that will join our associate partners group via our webpage.
6. Impact in relation to learning objectives will be measured through questionnaires and interviews with participants to the training workshops.

An impact report will be elaborated from data collected through a peer-review survey (Google Forms), and a road map will be made available at the end of the project.

Dissemination and Use of Project's Results

You are requested to make plans for the dissemination of your project results. Please provide answers to the questions below.

What will be the target groups of your dissemination activities inside and outside your partnership?

Please define in particular your target audience(s) at local/regional/national/EU level and motivate your choice.

Given the nature of the main project activities and results that claim an active involvement of local/regional stakeholders, most of the following target groups will not only learn about the project, but will also participate in it in one way or another:

- Participants to the training workshops: Around 25 to 30 experts coming from seven regions. Each region delegation will be, in principle, composed by a VET public authority, a person from the administration dealing with VET (technical staff) and the responsible/director of a VET centre. Some places will be reserved for stakeholders from other areas depending on the workshop topic (businesses, research, other public services like guidance, etc).
- Local/regional (and national) stakeholders from seven regions (six European countries): they will be involved in the project, consulted during some of the project phases and learn/use the project material:
 - o Other regional/local administrative services (employment services, accreditation agencies, guidance services, etc.)
 - o Innovation agencies and centres (such as TKNIKA in the Basque Country).
 - o Companies, professional associations, chamber of commerce, economic operators, etc. (such as Business gardens of Odda, Hardanger and Voss, and Hardanger Industri - SMB network in Hordaland; Business Region Sweden).
 - o Education providers others than VET centres (adult education, non formal education providers, schools, etc.), (i.e., Centres of competence in Varaždin County, IT “Classroom for the future”.
 - o Youth organisations and their advisors.
 - o Research institutes who support administration in carrying out analysis and studies (in line with IRPET in Tuscany).
 - o Civil society organisations, NGOs, student associations, etc.
- At European and International level Stride for Stride’s target groups will be:
 - o Networks of Regions such as AER, CRPM, FREREF, etc.
 - o Networks of VET providers like EVTA and EFVET.
 - o European associations dealing with adult education such as EAEA.
 - o Civil society umbrella organisations dealing with education and training like the Lifelong Learning Platform.
 - o European Commission’s initiative and networks such as EAFA and the Digital Skills and Jobs Coalition.
 - o Networks of innovation agencies like EURADA.
 - o Public employment services supported by the EC as EURES.
 - o Others.
- As it has been mentioned in other sections, the staff working for the European Institutions and for other International organisations such as OECD will also learn about the project results. They all have already expressed their interest to learn about the project as there is a relevant lack of examples about what the regions are doing to identify skills needs and adapt the training provision to those.

Which activities will you carry out in order to share the results of your project beyond your partnership?

All activities and materials for communication and dissemination purposes will be covered by the Communication & Dissemination Plan (stating the strategy for a successful campaign promoting the project's activities among defined dissemination targets), and the Corporate Style Guide (defining the visual identity of the project and establishing a common terminology among project partners for communication and dissemination purposes, accompanied by PPT and Word templates), made available by EARLALL. Eventually, these materials will be available for organisations outside the consortium interested in implementing the project results upon finalisation.

- Project dissemination to guarantee further implementation/use by actors at local, regional, national and European level outside the consortium, sharing the project ongoing process and eventually results, and fostering its implementation by other organisations in different cities, regions and countries. Coordinated by EARLALL and implemented in joint collaboration with the regional departments and local authorities involved in the consortium, the dissemination strategy will be targeted at regions and municipalities; relevant local, regional, national and international stakeholders (companies; educational, training and counselling institutions; job centres); local, regional and national decision-makers; EU institutions; and European-level umbrella organisations (EAEA, LLLP, EfVET, EVTA, etc.); and regional, national and international research institutions/centres. The dissemination strategy will be articulated around the following items:
 1. Printed materials: editable PR materials to be developed (brochure/leaflet/bookmark, to be decided) by EARLALL and distributed during high-level conferences and events in Brussels, as well as during the workshops.
 2. Online strategy: project website, targeted posts on Twitter, Facebook, LinkedIn, and other networks used by project partners. They will carry a common hashtag (#S4EURegions) to ensure monitoring.
 3. Events: EARLALL will be present in topic-related high-level conferences in Brussels. The workshops/hubs will serve as dissemination events themselves, with a specific part dedicated to introducing the project to invited participants from outside the consortium.
 4. At local level press releases will be published and will inform about the training workshops. The partners will also present the project during their local/regional events and conferences.
 5. A final dissemination event will take place in Brussels on the occasion of the European Week of Regions and Cities 2021 or during the European Vocational Skills Week also in the autumn 2021.
- Internal communication. The internal communication strategy will guarantee the effective and efficient running of the project, prompt exchange of information among project partners, associate partners and relevant project observers as well as time and quality monitoring.

Compliance with GDPR will be assured by EARLALL and all project partners for all internal and external communication and dissemination purposes.

Who will be responsible for the dissemination activities within your partnership and which specific expertise do they have in this area? What resources will you make available to allow for the proper implementation of your dissemination plans?

The responsible for the dissemination activities will be EARLALL (through the project Networking Manager appointed by EARLALL) who has already been involved in many actions and is ready to face all the organisational duties that the dissemination brings with it.

Further to this, each partner will be responsible to disseminate the activities and results of the project in their respective regions and countries. The different partners will communicate to each other and refer to the leader of the action any relevant information related to the dissemination of the project. All the partners will contribute to the proper implementation of the dissemination plan.

The Networking Manager will be in charge of designing and regularly updating the project website. The website will be a main tool to disseminate the project activities and results. All the material produced will be collected by EARLALL and will be monthly uploaded in the appropriate sections.

Besides the website, the other resources employed for the implementation of the project are the following:

- Corporative image. Logo definition. Graphic elements manual to apply in different contexts (Word, PowerPoint).
- Specific section of each one of the corporative websites of the partners.
- Press-releases specific for project activities information at EU, national and local level.
- Social media (mostly Facebook, Twitter, LinkedIn).
- Final event in Brussels in the autumn 2021 addressed to regional, national and international participants.

The local partners organising the training workshops will be kindly asked to collaborate with their local/regional general or specialised media in order to try to get maximum promotion and impact at local/regional level.

Erasmus+ has an open access requirement for all materials developed through its projects. If your project is producing intellectual outputs/tangible deliverables, please describe how you intend to ensure free access for the public to a digital form of this material. If you intend to put any limitation on the use of the open licence, please specify the reasons, extent and nature of this limitation.

All resources produced will be available for the public on the project's website for free, as well as partners' websites, and will be added to European and national educational resource data bases, like Open Education Europa, EPAL or the Erasmus+ Project Results.

The IPR management strategy will be the responsibility of the Project's Steering Committee and will be explicitly supported in the Consortium Agreement.

How will you ensure that the project's results will remain available and will be used by others?

As far as the post-project dissemination activities are concerned, there will be three main fields of action:

1. Further use of promotional tools and materials.

The project's website will be kept running by EARLALL. This website will provide all the basic information about the project and its partners, and will give more detailed information on the project experience through articles, interviews and case studies done throughout the project's lifetime. The website will also offer a possibility to download all results (training programmes, presentations delivered, etc) and to contact the project team. In order to share the professional knowledge in a more effective way, all project deliverables will be available as downloadable PDF documents, whereas any information that could update/edit what already printed out will be applicable through the project website.

Moreover, a final presentation that will describe all activities during the project's lifetime and that will be enriched with new information following the project's end, reflecting all major final results, will be presented to various audiences, from general presentation for peer audiences to lectures for university students and more specific presentations in professional conferences.

The project leaflets and other dissemination activities will continue to be promoted within the partners operations: All partners will continue to distribute them in relevant proposals, events and activities during the networking and dissemination activities that promote their activities, products and services.

2. Further Use of communication channels.

The following communication channels will continue to be used in the post-project phase:

- International, national and regional mass media (printed press, internet portals, social networks).
- Professionally orientated networks and specific meetings to set collaboration agreements.
- Dissemination to social media (websites of the partners, Facebook, Twitter, electronic newsletters, etc.).

3. Specific opportunities for dissemination activities.

Other dissemination activities can be implemented to increase awareness of project results. These could consist of conference talks and lectures organised by other professional networks or educational institutions, panel sessions, discussions online and real life exhibition activities organised by partners. All these activities will be also pursued by the project partners in the post-project phase, and will hopefully increase in scope, as the content can be available online providing visibility for sharing and support its future sustainability.

To enhance the partner dissemination activities a list of upcoming events for dissemination is to be distributed among the partners at the end of the project along with the updated ready-to-use PowerPoint presentation following a successful review of the project.

4. The project results and project website will be kept and remain available for at least 5 years following the completion of the funding period. This ensures that the interested parties will continue to have access to them and use them in collaboration with the schools.

If relevant, please provide any other information you consider appropriate to give a full understanding of your dissemination plan and its expected impact (e.g. how you have identified which results are most relevant to disseminate; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.)

Once more, we would like to stress the importance of engaging with the local/regional stakeholders (companies, public authorities, civil society organisations, education providers, etc). This has been extensively described in other sections in this application.

Sustainability

What are the activities and results that will be maintained after the end of the EU funding, and how will you ensure the resources needed to sustain them?

The most important sustainability aspect of the project is the fact that providing the skills that the citizens need to meet labour market demands, regional growth and personal development is a priority of utmost importance for the seven participating regions. This is not a policy priority that can be achieved within a 30 months period. Moreover, the sustainability of the project will also be ensured by:

- Its innovation on both the academic/content approaches and on the material which will be of interest for the target groups, in combination with being of high quality, affordable, available anywhere and anytime.
- The successful training workshops with a significant number of participants, trainers and experts in the regions which are creating the critical mass for future adoption of the examples of best practices taught.
- The roadmap document with best practices to set up Regional Skills Ecosystems that will be developed within the project framework with the aim to ensure project's sustainability.
- The website that will be available for at least 5 years and will be updated whenever needed with new information about services, policy documents, etc.

The details of this however, will be further defined in the course of the project. EARLALL is a European association of regional and local authorities and its presence will be exploited to promote the project's results in the international arena. Also this provides guarantee of the project results and their exploitation potential to other territories in Europe.

The other participating partners are aligned with the project's sustainability. Participating end-users will incorporate project methods and results in their regular practices and work so that the VET centres and other stakeholders can continue to work together to anticipate regional skills needs in the best and most efficient possible way.

All partners have the intention to maintain cooperation and communication after the project completion in order to further update the solution proposed by this project and to develop complementary training courses and study visits to other regions and/or in other aspects that haven't been sufficiently dealt with during the project EU funding. The partners will capitalize the experience and expertise gained during this project by elaborating and implementing new projects and will allocate the necessary resources to co-finance those projects.

The seven regions will continue to promote the results during the next years by integrating them (or part of them) during their practices and policy development and by further encouraging local/regional stakeholders to adopt and use the material and the networking spaces/possibilities offered.

Adult education in the context of upskilling pathways and employability of workers with low skills and migrants/refugees will be tackled during the project, but to a lesser extent than VET. This is an area where the partners can already see further development and collaborative projects in the near future.

Finally, the partners will establish and maintain active the local/regional networks created during the project with similar institutions that have expressed interest in the project's activities and engage in developing this networks by involving new participants.



Annexes

The maximum number of all attachments is 11 and the maximum total size is 10240 KB.

Please download the Declaration on Honour, print it, have it signed by the legal representative and attach.

File Name	File Size (kB)
Stride CT declaration-on-honour-EN (1).pdf	198

Please download the Mandates, print them, have them signed by the legal representatives and attach.

File Name	File Size (kB)
mandates_S4regions_strideforstride.pdf	1,409

Please attach any other relevant documents.

File Name	File Size (kB)
Total Size (kB)	1,607

Checklist

Before submitting your application form to the National Agency, please make sure that:

- It fulfils the eligibility criteria listed in the Programme Guide.
- All relevant fields in the application form have been completed.
- You have chosen the correct National Agency of the country in which your organisation is established. Currently selected NA is: ES01 Servicio Español para la Internacionalización de la Educación (SEPIE)

Please also keep in mind the following:

Mandates of each partner to the applicant, signed by both parties, should be submitted as an annex to the application form. If the application is approved for funding, signed mandates will be considered as a condition for signature of the grant agreement.

The documents proving the legal status of the applicant must be uploaded in the participants' portal (for more details, see Part C of the Programme Guide - 'Information for applicants').

The grant exceeds 60 000 EUR. If the applicant organisation is not a public body or an international organisation, please do not forget to upload the necessary documents to give proof of your financial capacity in the Participant Portal (for more details, see the section 'Selection Criteria' in Part C of the Programme Guide).

Data Protection Notice

PROTECTION OF PERSONAL DATA

The application form will be processed electronically. All personal data (such as names, addresses, CVs, etc.) will be processed pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the EU institutions and bodies and on the free movement of such data. Any personal data requested will only be used for the intended purpose, i.e. the processing of your application in accordance with the specifications of the call for proposals, the management of the administrative and financial aspects of the project if eligible and the dissemination of results through appropriate Erasmus+ IT tools. For the latter, as regards the details of the projects' contact persons, an unambiguous consent will be requested.

For the full description of the collected personal data, the purpose of the collection and the description of the processing, please refer to the Specific Privacy Statement (see link below) associated with this form. http://ec.europa.eu/programmes/erasmus-plus/documents/epluslink-eforms-privacy_en.htm

- I agree with the Specific Privacy Statement on Data Protection



Version	Submission Time	Submitted by	Submission ID
1	25-03-2019 15:59:24	communication@earlall.eu	1563152
