



Three-level Centers of Professional Excellence: Qualification, Entrepreneurship and Innovation in the Green Economy

Project Workshop
October 8th, 2021 in Panevėžys



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Labas rytas!
Good morning!

<https://padlet.com/HanseParlament/3loelT>



Agenda



1. Welcome
2. WP1 Project Management
3. WP2 Development and permanent operation of regional centers of excellence
4. WP3 First center level "Vocational training"
5. WP4 Second center level "Continuing vocational training"
6. WP5 Third center level "Higher education"
7. WP7 Dissemination and implementation advice
8. Miscellaneous

<https://padlet.com/HanseParlament/3loelT>



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Activity Plan



- All activities, deadlines and contact information can be found in the activity plan
- At each upcoming (semi-annual) project workshop, a joint checkup and if necessary, updates to the activity plan are carried out

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Three-level Centers of Professional Excellence: Qualification, Entrepreneurship and Innovation in the Green Economy" (3LoE)

ACTIVITY PLAN Status November 2020

<p><u>Work Packages</u></p> <p>WP1 Management, Workshops & Conferences</p> <p>WP2 Development and permanent operation of regional centers of excellence and transnational platform</p> <p>WP3 First center level "Vocational training"</p> <p>WP4 Second center level "Continuing vocational training"</p> <p>WP5 Third center level "Higher education"</p> <p>WP6 Quality Management</p> <p>WP7 Dissemination and implementation advice</p>	<p><u>Results</u></p> <p>1.1 & 1.2 Interim and final report of the project with final accounts</p> <p>2.1 Analyses and recommendations</p> <p>2.2 Three-tier centers of professional excellence "Green Economy"</p> <p>2.3 Training programs for personnel and center management</p> <p>2.4 Political strategy and action program</p> <p>3.1 Tool for vocational guidance and training for teachers</p> <p>3.2 Training programs for teachers to conduct DVT</p> <p>3.3 Curricula for specific dual vocational training</p> <p>3.4 Dual vocational training for people with special learning needs</p> <p>3.5 Training programs for strong learners in initial vocational training</p> <p>3.6 Training programmes for the training of trainers in SMEs</p> <p>4.1 Concepts/instruments Management of continuing vocational training</p> <p>4.2 KAIN Method and Train the Trainer Program</p> <p>4.3 Green Economy training programs</p> <p>4.4 Energy Service Manager</p> <p>4.5 Environmental consultant in the trade</p> <p>4.6 Master craftsmen and technicians Green Economy</p> <p>4.7 Integration programme for the unemployed</p> <p>5.1 Dual Bachelor Degree Programs</p> <p>5.2 Green Economy study modules</p> <p>5.3 Innovation support and R&D projects for SMEs</p> <p>5.4 Train the Trainer Programme for university lecturers and consultants</p> <p>6.1 Quality plans & 6.2 Result report of all evaluations and assessments</p> <p>7.1 Manual</p> <p>7.2 Transfer and implementation consulting</p> <p>7.3 Results of further disseminations</p>
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Three-level Centers of Professional Excellence: Qualification, Entrepreneurship and Innovation in the Green Economy" (3LoE)

No	Activity	Responsible partner	Involvement/participation of partners	Involvement all partners	Date of completion	Between dates	Status of work	Comments
Work Package 1 Management, Workshops & Conferences: Leading PP1 HP								
WP1	EAC Dissemination Plattform	PP1 HP	All Partners		31.10.2024	ongoing updates and use	Coordinated	Erasmus+ Project Results Plattform
WP1	Project Website	PP1 HP	Active use	Active use	28.02.2021		Coordinated	
WP1	Partner Agreement	PP1 HP	All Partners		31.01.2021		Coordinated	Agreement signed by all partners until 31.01.2021
WP1	Development activity plan	PP1 HP	All Partners		31.12.2020	Ongoing updating	Coordinated	Discussion at the kick-off workshop
WP1	Development Dissemination plan	PP1 HP	All Partners		Final report 30.11.2024	First planning 31.03.2021 Updates 31.03.2022 31.03.2023	Coordinated	Individual planning and updates by each partner
WP1	Interim report A	PP1 HP	Delivery all partners		30.11.2021		Coordinated	For the period 01.11.2020 to 31.10.2021

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WP	Activity	Responsible partner	Involvement/participation of partners	Involvement all partners	Date of completion	Between dates	Status of work	Comments
WP1	Interim report B	PP1 HP	Delivery all partners		30.11.2022		Coordinated	For the period 01.11.2021 to 31.10.2022
WP1	Interim report C	PP1 HP	Delivery all partners		30.11.2023		Coordinated	For the period 01.11.2022 to 31.10.2023
WP1	Interim report D	PP1 HP	Delivery all partners		30.11.2024		Coordinated	For the period 01.11.2023 to 31.10.2024
WP1	Final report	PP1 HP	Delivery all partners		15.12.2024		Coordinated	For the period 01.11.2020 – 31.10.2024
WP1	Budget Change	PP1 HP	Consultation with all partners	xxxxxxx	Proposal PP1 HP		Coordinated	If necessary - at the earliest after the second interim report

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WP	Activity	Responsible partner	Involvement/participation of partners	Involvement all partners	Date of completion	Between dates	Status of work	Comments
WP1 WS	Second Workshop	PP1 HP	Financing PP1 HP	Participation of all partners	07.06.2021 in Hamburg		Coordinated	
WP1 WS	Third Workshop	PP1 HP	Financing & organization PP7 PMCS	Participation of all partners	07./08.10.2021 in Panevėžys		Coordinated	
WP1 WS	Fourth Workshop	PP1 HP	Financing & organization PP13 IAGP	Participation of all partners	20.05.2022 in Wien		Coordinated	
WP1 WS	Fifth Workshop	PP1 HP	Financing & organization PP17 SFC	Participation of all partners	21.10.2022 in Rom		Coordinated	
WP1 WS	Sixth Workshop	PP1 HP	Financing & organization PP18 DEGC	Participation of all partners	17.05.2023 in Barcelona		Coordinated	
WP1	Seventh	PP1 HP	Financing & Participation	Participation	24.11.2023		Coordinated	





Welcome



- Project Workshop for the clarification of organizational and financial issues related to the project implementation, administration, etc.
- Activities that were due up to this date will be discussed
- Activities to be done by January 2022 will be discussed
- All documents that will be discussed can be found in the GDrive

→ Feel free to ask all your questions in the plenum. Your questions might be also important for other partners.





WP1 Project Management



Google drive



- Gdrive for documents in progress and internal files (logo, templates, etc.)
- Gdrive also accessible through the confidential part of the 3LOE website

The screenshot shows the Google Drive interface. On the left, there is a sidebar with navigation options: 'New', 'My Drive', 'Shared with me', 'Recent', 'Starred', 'Trash', and 'Storage'. The 'Storage' section indicates '2.3 GB of 15 GB used' and includes a 'Buy storage' link. The main area shows the 'My Drive' view for the '3 LOE' folder. It contains a table of folders with columns for 'Name', 'Owner', and 'Last modified'.

Name	Owner	Last modified
WP 1 Management, Template	me	Dec 4, 2020 me
WP 1 Workshops and Conferences	me	Dec 4, 2020 me
WP 2 Regional Center	me	Dec 4, 2020 me
WP 3 First level	me	Dec 4, 2020 me
WP 4 Second level	me	Dec 4, 2020 me
WP 5 Third level	me	Dec 4, 2020 me
WP 6 Evaluation	me	Dec 4, 2020 me
WP 7 Dissemination_Transfer	me	Dec 4, 2020 me

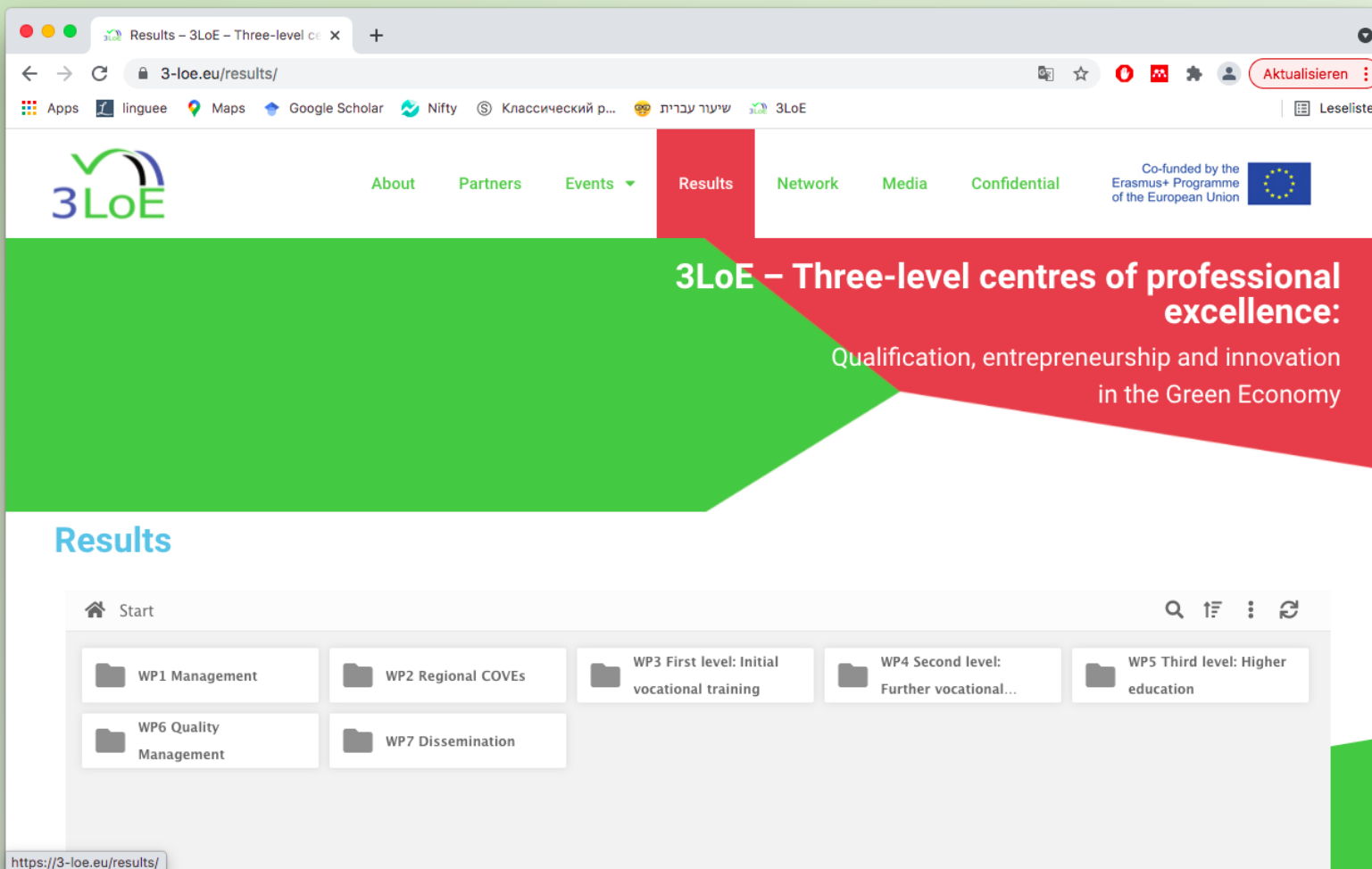




3LOE Website



- All results will be additionally uploaded on the 3LOE website under “Results” – www.3-loe.eu



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Summary



- Project start 01. November 2020
- soon 1 year anniversary – **celebration with a virtual coffee&tea on 01.11.2021 10:00 – 11:00 o'clock?**
- Kick off online Workshop 07.12.2020
- Online Workshop 12.03.2020
- Online Workshop 07.06.2020
- Train-the-Trainer in Hamburg 02.-03.09.2021
- Train-the-Trainer in Panevėžys 06.-07.10.2021





Reporting dates



- For the period from 01.11.2020 to 31.10.2021 **interim report A** till 30.11.2021
- For the period from 01.11.2021 to 31.10.2022 **interim report B** till 30.11.2022
- For the period from 01.11.2022 to 31.10.2023 **interim report C** till 30.11.2023
- For the period from 01.11.2023 to 31.10.2024 **interim report D** till 30.11.2024
- For the period from 01.11.2020 to 31.10.2024 **final report** till **15.12.2024**





Interim Report A



- Report for the period 01.11.2020 to 31.10.2021
- The report consists of a **narrative** and a **financial** part:
 - Narrative part: The beneficiary is requested to describe the project implementation in detail.
Assessment criteria of narrative part:
 1. Relevance: relevance of project activities and outcomes, link to EU policy, innovation
 2. Quality of the project design and implementation: work plan implementation, deviations, methodology, quality assurance, project management, budget
 3. Quality of the project team and the cooperation arrangements: involvement of partners, upward convergence, cooperation arrangements
 4. Impact and dissemination: impact, sustainability, open access

Criteria	Maximum score
Relevance of the project	35
Quality of the project design and implementation	25
Quality of the project consortium and the cooperation arrangements	20
Impact and dissemination	20





WP1 Project Management: Interim Report A



- Financial part: The beneficiary is requested to present all expenses since the start of the project implementation in detail.

→ Please send by 30.11.2021:

- Employment contract, CV, proof of labor costs (payroll) for all billed periods
- Timesheets with hours worked and works performed
- Other Costs, travel costs, subcontract costs, etc.
- A **concise and concrete** summary of one page about the activities that your organisation has implemented, the progress and the main results and describe how they contribute to achieving the objectives of the project (relevance in the Green Economy context, quality control measures, cooperation between consortium members – on local and transnational level, dissemination...)

All supporting documents and records must be kept for a period of **5 years** after the final balance of the grant is paid, in case of audit.



What costs are eligible?

"Eligible costs" of the action are costs actually **incurred by the beneficiary** which meet the following criteria:

- a) Incurred within the eligibility period with the exception of costs relating to the request for payment of the balance and the corresponding supporting documents ;
- b) Indicated in the **estimated budget of the action**;
- c) In connection with the action and necessary for its implementation;

d) Identifiable and verifiable;

e) **Comply with the requirements of applicable tax and social legislation;** and

f) **Reasonable**, justified, and comply with the principle of sound financial management, in particular regarding **economy and efficiency**.



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What type of staff can be included in this category

- **Statutory staff**, having either a permanent or a temporary employment contract with the beneficiary;
- **Temporary staff**, recruited through a specialised external Agency;
- **Other types** of contracts as far as the national labour law **assimilates them to staff**;
- Under **certain conditions, secondment and in-house consulting**;
- Any other specific situation will be treated on a **case by case** approach.



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How do I calculate the annual productive working days?

1	Total number of days in a year	365
2	Less weekends	104
3	Less public holidays	20
4	Less annual leave actually taken	24
Total number of productive days in the year (1-2-3-4)		217

On the basis of 8 hours/day, this means a total of 1.736 hours in a year



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Executive Agency

How do I calculate the daily/hourly staff cost?

Example:

Annual gross salary + social charges
48.000 €

Total actual annual productive
working days or hours
(1.736 hours)



This results in an hourly rate of 27,65€ and a daily rate of 221,20€ in the above example where one works 8 hours a day.



How do I register time worked on the project (timesheet)?

Minimum information:

- Project reference number;
- Name of the employee;
- The number of time units (hours/days) worked on the project and on other projects/activities;
- Total number of time units (days or hours) worked;
- Tasks performed for the project;
- Date and signature of the employee and of the project manager.
- Should be kept on a weekly or monthly basis and show the day, month and year.



Can the remuneration policy be different for staff working on the project from staff working on "normal tasks within your organisation"?

NO !

The rates at which staff is charged to the project must correspond to the Beneficiary's normal policy on remuneration (documented by a salary grid, long-term work contracts etc...).



What are examples of supporting documents to keep at the disposal of the Agency, more specifically for staff costs?

- Existing employment contract with the organisation or the seconding entity;
- Monthly salary slips or a copy of payroll issued by HR Department;
- Timesheets or equivalent system ;
- Calculation of the hourly or daily rate requested together with the official documents on which this calculation is based;
- Proofs of payment;
- If secondment : secondment letter/agreement;
- In case of specific contract linked to the project, specific indication of tasks, reference to the project, to the duration of the contract and the hourly/daily rate should be indicated;
- The usual accounting documents such as invoices, and proofs of payments.



*Supporting
Documents*

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Should I pay subsistence costs on the basis of "actual costs spent" or "per diem"?

Reimbursement must be based on the **existing** internal rules of the beneficiary organisations and/or on the basis of actual costs (reimbursement of receipts).

If, for example in your organisation there are internal rules for travels, these rules must be respected. If there are no existing rules prior to the beginning of the project you have to work on the basis of actual costs, keeping in mind the general rules for eligibility of costs.



What are the rules to follow for subcontracting costs?

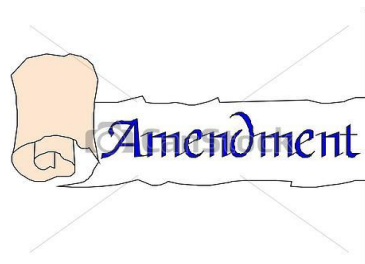
- All the rules for subcontracting are defined in Article II.10 and II.11 of the grant agreement
- In particular:
 - ✓ Subcontracting cannot cover **core tasks** of the action (for example coordination tasks);
 - ✓ The estimated costs of the subcontracting are identifiable in the estimated budget;
 - ✓ Any recourse to subcontracting, if not provided for in Annex I, should be communicated by the coordinator and approved by the Agency.



What is the maximum amount that can be transferred between budget headings without a request for amendment?

The maximum amount cannot exceed 10% of the amount of the heading for which the transfer is intended

Heading A	Staff costs	300.000 €	Max. increase: 30.000 €
Heading B	Travel & Subsistence	50.000 €	Max. increase: 20.000 €
	Subcontracting	60.000 €	
	Other costs	90.000 €	
Indirect costs		35.000 €	NA



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Personnel costs



- Daily / hourly rates according to actual costs (gross remuneration plus employers' social security contributions)
 - 1700 - 1730 h per year
 - max. 8h a day (only full hours, Saturdays and Sundays cannot be billed)
 - Personnel category (manager, scientist/teacher/instructor, technician and administration): According to work carried out in the project (actual employee's position in the institution does not matter)
 - **The budget can be shifted between the personnel categories**
The budget for the total personnel costs is decisive.





Timesheet Tasks



Tasks in key words

Personnel costs can be charged for all work related to the implementation of the project, e.g. project management, internal and bilateral coordination, participation in workshops and conferences, work to produce results, carrying out trials and trainings, etc.

Tasks 2018

January	
February	
March	
May	
June	
July	
August	
September	
October	
November	
December	





Travel costs

- Actual travel expenses with the partner's billing form or, if required, the lead partner's billing form
- Include all supporting documents, also boarding pass
- Cheapest and direct travel connection, train journey 2nd class, no taxi - justify exceptions
- Daily rates according to the travel regulations of the country
- Car mileage according to the travel regulations of the country
- Justify all other costs
- Billing with all documents continuously to Lead Partner, at the latest with intermediate and final report

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Reisekostenabrechnung					
Name, Vorname:				Kostenträger:	
				Kostenart:	Reise
Angaben zur Reise					
Reiseziel/e:					
Zweck der Reise:					
		Datum	Uhrzeit		
Beginn der Reise:					
Ende der Reise:					
Fahrtkosten					
Eisenbahn					€
Flugzeug					€
priv. eig. PKW: gefahrene Km	x		0,30 € (+ 0,02 € pro Mitfahrer)		- €
Namen der Mitfahrer:					€
Sonstige Fahrtkosten (öffentl. Verkehrsmittel)					€
Nebenkosten, z.B. Parkgebühren, Taxi (Belege bitte beifügen und erläutern)					€
Erläuterung:					
Tagegelder					
8 - 14 Stunden	€	x	Tage		- €
14 - 24 Stunden	€	x	Tage		- €
24 Stunden	€	x	Tage		- €
Übernachtungen		x			€
Soweit die Übernachtungskosten das Frühstück einschließen oder sonstige Verpflegung ganz bzw. teilweise unentgeltlich gewährt worden ist, ist das Tagegeld nach den Vorschriften des Hamburgischen Reisekostengesetzes wie folgt zu kürzen:					
20 % Abzug Frühstück		x	-	€	/.
40 % Abzug Mittagessen		x	-	€	/.
40 % Abzug Abendessen		x	-	€	/.
Summe der Kosten					
Von der Kasse verauslagt					/.
Vorschuss					/.
Gesamtbetrag			zurückzuzahlen		- €
Ich versichere die Richtigkeit meiner Angaben in dieser Reisekostenabrechnung Die aufgeführten Reisekosten werden mir von dritter Seite nicht vergütet.					
Hamburg,					Sachlich und rechnerisch richtig
Ort/Datum - Unterschrift der/des Reisenden					





Budget change



- transfers between budget categories are limited to 10% of the amount of each budget category for which the transfer is intended.
(agreement with Lead Partner necessary!)
- more extensive changes possible only with EU approval after the second interim report
 - such changes will be discussed and agreed with all PPs
 - submission to EU by Lead Partner
 - new budget is only valid **after** EU approval

→ The budget is binding until an approved budget change by LP (and EU)





Own contribution of 20%



- The EU funds 80% of the total costs (= sum of direct and indirect costs).
- The remaining 20% can be financed by different means, e.g.:
 - National funding (**not** EU funding)
 - Revenue generated during the implementation of the project, e.g. participant fees may be charged for the testing and implementation of training activities during the project period.
 - Work input with a time sheet settlement for persons already financed by national or other (**non-EU**) funds, e.g. vocational school-teachers, etc.
 - Own resources of the partner





Pre Payment of 20%



- First pre-financing up to 20 % starting from 01.01.2021.
→ Please send e-mail
- Second pre-financing up to 20 % starting from 01.01.2022.
- Third pre-financing up to 20 % starting from 01.01.2023.
- Fourth pre-financing up to 20 % starting from 01.01.2024.
- The final payment will be made after the end of the project.





Next Project Workshop and Train-the-Trainer



Next project workshop and Train-the-Trainer "for personnel and center management" by *PP13 IAGF*:

11.-13.01.2022 in Hamburg

→ Please save the date. The Train-the-Trainer will be very important for the work of you CoVEs. All partners should attend with 2 people each (ideally with the people who will be responsible for running the CoVE). There is no hybrid version planned for this meeting because of many interactive group work sessions, unless the COVID situation demands it of course.

The official invitation will be sent in the beginning of December.



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Questions regarding WP1 Project Management?



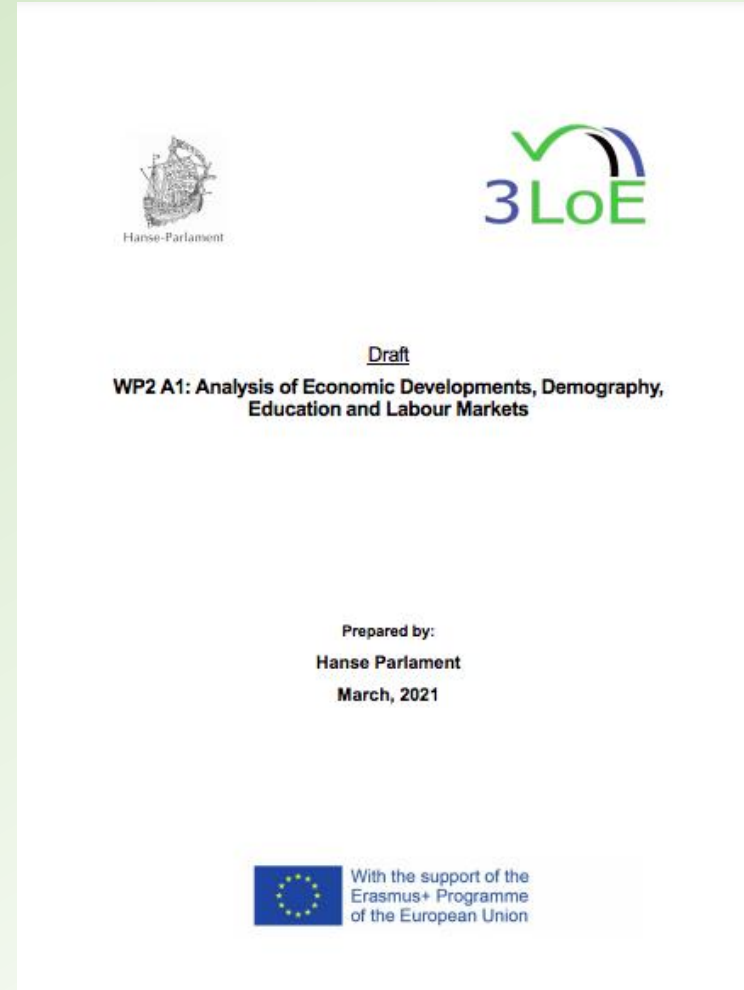
WP2 CoVE development and operation



WP2 A1 Analyses and recommendations



→ Result in Gdrive and on 3LOE Website



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WP2 A2.1 Concept three-tiered centers of excellence



→ Result in Gdrive and on 3LOE Website



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WP2 A2.1-2.8 Development of centers of excellence



A2.1-2.8 Development of centers of excellence

- Cooperation agreement in Poland, Lithuania, Latvia and Austria signed
- Italy, Spain in Germany still in process – to be signed by 31.12.2021





WP2 A7 Development and implementation of information & cooperation tool



→ will be set up on the 3LOE project website by the end of the year

It will contain:

- Trainings (Concepts, curricula, teaching materials)
- Supporting materials, tools and work aids

Please use these offers!



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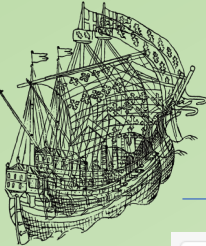
Transnational networking, cooperation and information platform

- The aim is to build a forum for:
 - entering questions for other partners to answer
 - the exchange of experiences of all 3 LOE partners
 - posting best practices, successful tools, etc.

What could be a suitable platform for doing this?

www.3-loe.eu
???





EPALE?



The screenshot shows a web browser window with the URL `epale.ec.europa.eu/en/private/3loe`. The page header includes the European Commission logo and navigation links: EPALe, Contribute, Collaborate, Learn, EU Policy, About, and MyEPALe. A search icon is also present. The main content area has a pink background with the text '3LoE' and a tree icon. Below this is a navigation menu with links: Overview, News, Events, Documents, Discussions, Members, Edit, Administer members, and Membership requests. The breadcrumb trail shows 'Home > 3LoE'. The main content area is divided into two columns. The left column features the '3LoE' logo, a '3 members' badge, and an 'Unsubscribe from this group' button. The right column displays statistics: 3 MEMBERS, 1 ARTICLE, 0 DOCUMENTS, and 0 DISCUSSIONS.



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WP2 A13 Evaluation of the construction and operation of the 7 centers



→ PP1 HP responsible for this task

Three different evaluations will be carried out:

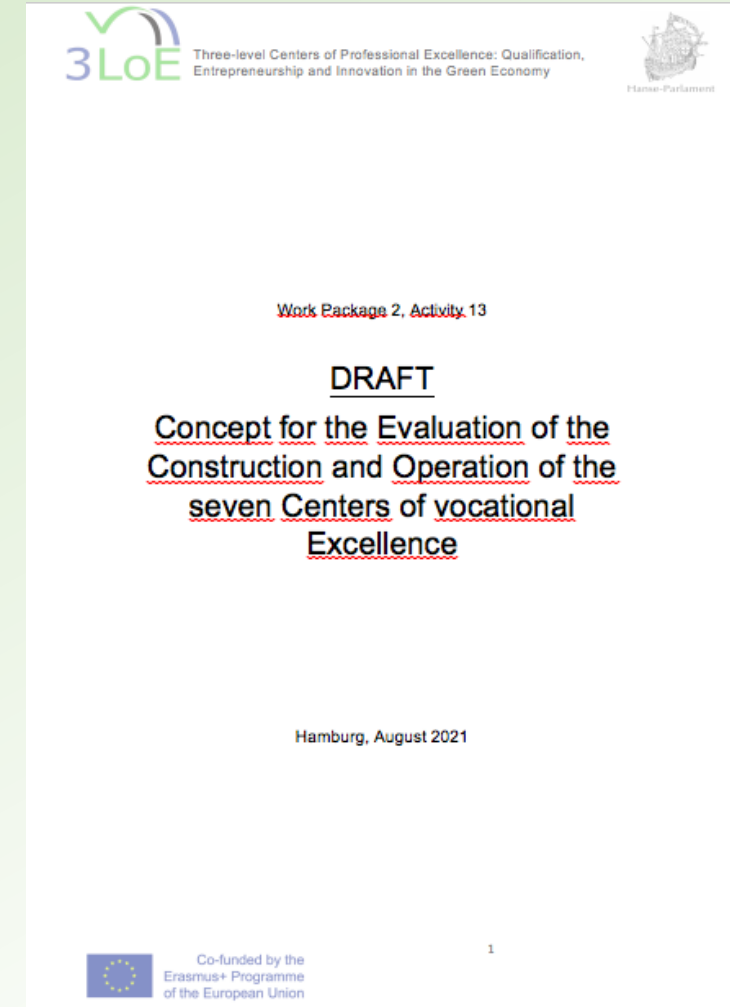
- Evaluation of the establishment and operation of the centers of vocational excellence.
- Evaluations of development, practical testing and implementation of all educational measures.
- Evaluations of innovation promotion and implementation of R&D projects.

→ Online questionnaire through SurveyMonkey in November 2021 and November 2023

→ Additional personal interviews in the first half of 2022 by PP1 HP with

- the coordinator of every center
- all other center partners
- participating companies
- with local authorities

→ Concept can be found in the Gdrive. **Please send your comments until 31.10.2021**



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Questions regarding WP2 CoVE
development and operation?



Break?



WP3 First center level "Vocational training"



WP3 A1.2 Testing Tool for vocational and qualification counselling



- Testing by:
PP2 HWKD; PP4 CHSZ; PP7 PMCZ; PP10 LAK; PP11 RSU; PP14 WIFI; PP15 HS02; PP20 IPM with PP18 DEGC; PP21 ES with PP17 SFC
 - **01.09.21 – 30.11.21**
Can this timeframe be met by all PPs?
 - Evaluation of testing through feedback questionnaire via SurveyMonkey:
 - a) For the consultants: <https://www.surveymonkey.de/r/3LOE-tool-consultants>
 - b) For the participants: <https://www.surveymonkey.de/r/3LOE-tool-participants>
- WP3 A1.3 Evaluation report by PP3 BAHH by 31.01.22





Dual vocational training



- A4.2 Preparation and transfer of curricula and examination regulations for dual vocational training by PP1 HP & PP2 HWKD
 - Plumber, car mechanic, electrician and cook transferred
 - > „Fitter of fixtures and fittings in building industry" is missing
- A4.3 Implementation dual vocational training
 - PP4 CHSZ* – starting in September 2022?
 - PP7 PMCZ* – started in September 2021
 - PP23 LVT* – starting when?
 - PP20 IPM* – starting when?
- A4.4 Evaluation of dual vocational training
 - PP6 APS*





WP3 First center level "Vocational training"



- A5 Development and implementation Training of trainers in SMEs
- *PP10 LAK; PP2 HWKD; PP4 CHSZ; PP8 PCCIC PP10 LAK; PP23 LVT; PP14 WIFI (testing in 2022 with own evaluation); PP17 SFC; PP20 IPM with PP18 DEGC*





WP3 First center level "Vocational training"



- A6 Test & evaluation "Specialist for Building Insulation"
PP23 LVT



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WP3 First center level "Vocational training"



- A7 Transfer, tests & evaluation additional qualifications
PP14 WIFI



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WP3 First center level "Vocational training"



- A8 Development, Implementation & evaluation 2 Years "Sustainable restaurant worker"

PP7 PMCZ



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WP3 First center level "Vocational training"



- A9 Development, implementation & evaluation five-year technician training „Ecologic Solutions in Logistics”
- *PP5 ZSLM; PP6 APS*





Questions regarding WP3 First center level "Vocational training"?



WP4 Second center level "Continuing vocational training"



WP4 Second center level "Continuing vocational training"



- A1 Development and implementation of concepts and instruments for the management of continuing vocational training





WP4 Second center level "Continuing vocational training"



- A3 Train the Trainer program for teachers to conduct further training



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WP4 Second center level "Continuing vocational training"



- A4.1 Development and implementation of a concept "SME-fair digitalization"





WP4 Second center level "Continuing vocational training"



- A4.2 & 4.3 Development, Implementation and Evaluation Train the Trainer A Basic Digital Skills
PP14 WIFI & PP15HS02; PP11 RSU
- A4.4 & 4.5 Development, Implementation and Evaluation Train the Trainer B Advanced Digital Skills
PP6 APS & PP13 IAGF; PP11 RSU





WP4 Second center level "Continuing vocational training"



- A6.1 Preparation and transfer 6 Trainings in the Green Economy
PP14 WIFI
- A6.3 Evaluation 6 Trainings in the Green Economy
PP11 RSU





WP4 Second center level "Continuing vocational training"



- A14 Development & Implementation “Work-related English with Focus on Green Economy” for companies

PP8 PCCIC



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WP4 Second center level "Continuing vocational training"



- A18 Development and implementation of two two-year courses in Italy
- *PP21 ES*



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Questions regarding WP4 Second center level "Continuing vocational training"?



WP5 Third center level "Higher education"



WP5 Third center level "Higher education"



- A1.1-1.3 Acquisition of a local college/university as a partner
PP2 HWKD; PP 21 ES; PP 20 IPM





WP5 Third center level "Higher education"



- A2.1-2.2 Transfer of two dual Bachelor programs
PP3 BAHH
- A3 Development dual Bachelor program "Business Administration & Sustainable Management of SMEs"
PP3 BAHH





WP5 Third center level "Higher education"



- A4.1 Development dual Bachelor program "Entrepreneurship & Innovation in Green Economy"
PP11 RSU



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WP5 Third center level "Higher education"



- A9.1 Development and implementation of concept for innovation promotion



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Questions regarding WP5 Third center level "Higher education"?



WP7 Dissemination and implementation advice



- Dissemination plannings
- Consulting dissemination measures



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Miscellaneous



Questions?



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Summing up



- Please respect the deadlines
- Changes of activities and deadlines are only possible after consultation with the lead partner

