

Result 7.2

Transfer, Implementation and further Dissemination

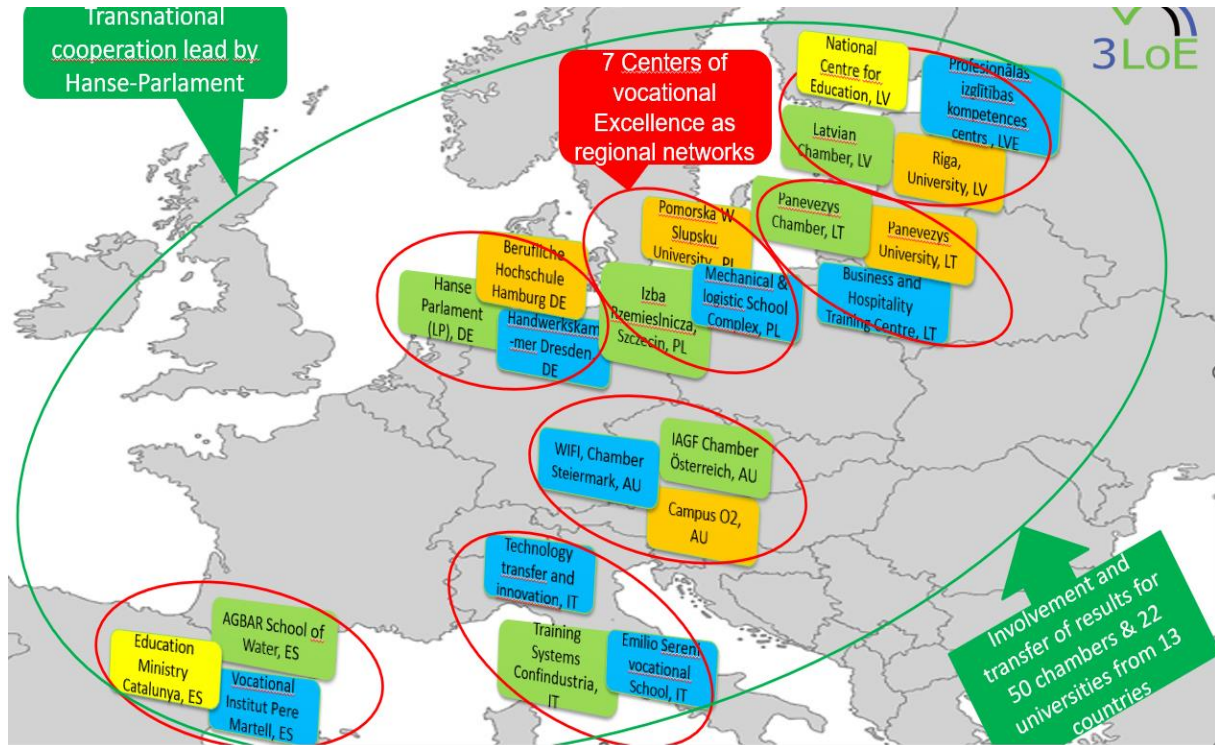
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Partner



Language

English

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Summary of the Project and Introduction

1. About the 3LOE project

Around 99% of all EU businesses are SMEs, creating up to 70% of all jobs. In general, SMEs have good growth prospects for the future and are particularly well equipped to solve environmental problems and to enhance the green economy. However, in most of the project countries, SMEs are confronted with a shortage of skilled workers and young entrepreneurs. This shortage of skilled workers is even more alarming taking into account that due to aging of current entrepreneurs, a large and growing number of companies will have to be handed over to the next generation. Furthermore, young specialists and entrepreneurs often lack the qualifications and skills needed in order to respond to contemporary developments in the fields of energy, climate and environmental protection. The following problems have been identified in SMEs working in the fields of green economy, energy and environmental protection:

- Blatant and growing shortage of skilled workers.
- Large qualification deficits, especially in the Green Economy.
- Loss of attractiveness and low qualification of school-based VET.
- Low rates of further training and insufficient orientation of offers to SME needs.
- Ageing of entrepreneurs and increasing shortage of young people (demographic change).
- Failure of business transfers and low rates of business start-ups.
- Low innovation rates and insufficient productivity.
- Not enough cooperation between universities and SMEs and a lack of teaching geared to SME needs.
- Comparably low internationalization of SMEs and vocational training providers.
- Lack of national level support for SMEs”.

To meet these challenges, work-based learning and new paths in vocational training must be provided through cooperation between educational institutions, economic chambers and SMEs. University graduates are often well-qualified in theory, but lack practical knowledge, skills and abilities that are crucial for SMEs. For this reason, VET reforms must also involve higher education, and should implement dual bachelor's degree programs that combine a bachelor's degree with vocational training and on-site work in companies.

In the 3LOE project, an innovative and complex project structure with 22 project partners from 7 countries as well as 60 associated partners from 13 countries was designed. In each country, centers of vocational excellence (COVEs) in Green Economy will be established, managed and their permanent continuation ensured. A transnational cooperation of the centers will be developed, extended to 60 education stakeholders from 13 countries and operated permanently in an institutionalized form. The centers will offer a wide range of dual education measures in vocational training, further education and higher education, that are being developed, tested and evaluated in the project. These educational measures on EQF levels 3-7 focus on Green Economy, Digitalization and Entrepreneurship. Furthermore, vocational and educational consulting and innovation support for SMEs will be developed and implemented. In total,

seven Train-the-Trainer programs will be developed and implemented permanently by the project partners. All results will be transferred to the 60 associated partners together with implementation advice.

The objectives and aimed outcomes of the 3LOE project can be summarized as following:

1. Foundation of a three-level Center in each project country

1.1 Building the "Green Economy" skills alliance for qualifications in SMEs with educational and economic actors from the 7 project countries; development of information and cooperation tools.

1.2 Expansion of the skills alliance to the 60 associated partners from 13 countries, comprising chambers of commerce, SME associations, as well as universities of applied sciences/colleges.

1.3 Development, testing and evaluation of a curriculum and teaching materials for Train the Trainer courses for personnel and center management (vocational school-teachers, trainers in SMEs and lecturers in further and higher education institutions).

1.4 Evaluation of the construction and operation of the seven centers of Excellence and of the transnational cooperation.

1.5 Development of business and financing plans and ensuring the long-term continuation of the seven centres and transnational cooperation.

1.6 Development, consulting and introduction of political strategy program.

2. Implementation and realization vocational training

2.1 Development and implementation of a tool for vocational and qualification counseling as well as a training for consultants and teachers to use the tool.

2.2 Implementation of the dual system, so that work-based learning is put into practice in the project countries.

Preparation and transfer of curricula and examination regulations for dual vocational training for different professions and implementations in Poland, Lithuania, Latvia and Spain.

Development, test and implementation Trainings for teachers to conduct dual vocational training as well as Training of trainers in SMEs.

2.3 Development political concept for the training and integration of young people with learning difficulties for young people with learning difficulties (EQF level 3).

Development, test and implementation of a dual vocational training "Specialist for Building Insulation".

2.4 Development, testing and evaluation of education programme, teaching materials and examination regulations for the provision of sector-specific qualifications already during the initial vocational training for stronger learners. Implementation in the dual system, so that work-based learning is put into practice in the project countries.

2.5 Development and implementation five-year technician training „Ecologic Solutions in Logistics”.

3. Implementation and realization of further vocational training

3.1 Development and implementation of concepts and instruments for the management of continuing vocational training.

3.2 Development, test and implementation of a Train-the-Trainer program for teachers to conduct further training.

3.3 Development and implementation of a concept "SME-fair digitalization" as well as development, test and implementation of two train the trainer programs "Basic and advanced digital skills".

3.4 Transfer and implementation of four further trainings Energy Saving and Renewable Energies.

3.5 Preparation, transfer and implementation of six further trainings in the Green Economy.

3.6 Development, testing and evaluation of different training programs and teaching material for owners, managers and qualified workers of SMEs (EQF level 5 and 6). The trainings are specifically tailored to SME needs and different qualification levels and combine the transfer of technical, professional and management know-how.

- Training Enterprise and Entrepreneurship in Green Economy
- Training Energy Service Manager
- Trainings vocational Master Carpenter and Electric
- Training Construction Technician
- Training Service Technician
- Training Sustainability in foodservice industry

3.7 Development of regulations for new continuing education occupational profiles with a focus on the green economy.

3.8 Development of an integration programme for the unemployed (EQF level 4) in order to be able to place the unemployed in permanent jobs through further training seminars and a further training qualification.

4. Implementation and realization of higher education

4.1 Preparation and transfer of curricula, evaluation and examination regulations for two existing dual Bachelor degree programmes "Management of Renewable Building Energy Technology" and "Business Administration for SMEs".

4.2 Development and beginning of implementation of new dual Bachelor degree programs

- Business Administration & Sustainable Management of SMEs
- Entrepreneurship and Innovation in Green Economy

- Logistics - Green Supply Chains
- Service technician
- Tutorial “Sustainable management Climate neutrality for companies”

4.3 Development, test and implementation of four study modules (EQF level 6) on SME management in the Green Economy sector, which will be carried out in the dual study system and integrated into existing Bachelor degree programmes.

4.4 Development and implementation of concept for innovation promotion Solutions for manageable R&D tasks of SMEs and conducting manageable R&D projects for SMEs-

4.5 Development, testing and implementation of Training program for university lecturers and SME advisors.

5. Dissemination, transfer and use of the project results

5.1 Development of a concept and summary evaluation of the dissemination results of all partners

5.2 Transfer of all educational measures to 60 educational institutions in 13 countries and needs-oriented implementation consultations as well as realization of a bundle of measures for further dissemination of the project results.

5.3 Further dissemination activities such as presentations online, at third-party events, press releases and conferences.

5.4 Book with all results of the project and distribution via book trade.

For each of the three levels of educational measures there will be:

- Target-group-specific educational programs.
- Curricula, teaching materials, etc. developed in a leading role by the educational institutions of the respective level, whereby the educational institutions of the other levels (in particular universities) participate in an advisory and supportive manner.
- Representatives of the participant target groups involved in the development work.

All educational measures will be tested with the respective target groups under different national conditions in the countries, evaluated and completed on the basis of the evaluation results with application notes.

2. About the Transfer, Implementation and further Dissemination

The dissemination activities, which are very important for the 3LOE project, relate in particular to dissemination of the project results. However, information and dissemination of the outstanding priority for the development of centres of vocational excellence (COVE) as well as the philosophy and the three-stage approach of the project are also being pursued intensively.

A strategic plan for dissemination activities in the 3LOE project was developed, discussed and agreed within the consortium. The following 3LoE dissemination strategy plan lists all planned dissemination activities, target groups, channels and indicators.

This dissemination strategy plan as part of WP7 “Dissemination and implementation advice” serves as a reference framework for identifying, monitoring and evaluating the dissemination measures.

The dissemination activities of the project comprise two parts:

1. Transfer and implementation counselling

The personal, written and electronic transfer of all project results to 70 associated partners from 14 countries and the realisation of comprehensive implementation consultations for these 50 chambers, other SME promoters and institutions as well as 20 colleges and universities are a top priority during project implementation. These tasks are carried out by Partner 1 Hanse-Parlament.

2. Measures for further dissemination

All project partners are intensively involved in the implementation of a comprehensive package of measures to provide information about the project and to further disseminate project results. At the start of the project, a specific dissemination plan was developed for each project partner for the further dissemination measures, which shows the activities, media, target figures, deadlines, etc. to be carried out for the following categories:

- Presentation on third parties' events
- Project related information on websites, in newsletters, press releases, social media (Twitter, LinkedIn, Facebook etc.)
- Publications in partner journals, books, printed newsletter, etc.
- Introduction of project results in policies, administrations, stakeholders etc.
- Disseminations to national and international umbrella organizations from business associations and educational institutions
- Other activities

The individual dissemination plans are updated annually with regard to the activities to be realised and the plans for dissemination activities are updated for the remainder of the project. The final dissemination reports of all partners as well as a summarised evaluation are published on the project website <https://3-loe.eu/>.

The strategic plan and a summarised evaluation of the results of the dissemination activities are listed below as Result 7.2 Transfer, Implementation and further Dissemination.



Dissemination strategy plan

1. Dissemination objectives

The dissemination strategy intends to ensure the effective communication and promotion of the project's goals, achievements, and results to the relevant stakeholders. The goal is to increase awareness and understanding of the project, as well as its impact and benefits on regional, national and EU-level. Moreover, the aim is to engage stakeholders in the project's activities and results, and to ensure that the project's achievements are sustained after the end of the funding period. Tailored dissemination measures are designed to disseminate the project activities and results to different target groups.

The concrete dissemination goals are to:

- **Promote** the ongoing trainings in the different CoVEs
- **Inform** about the results that will be publicly available
- **Engage** the different target groups to join trainings or to receive input and feedback
- **Transfer** of the project results to 60 associated project partners and beyond
- **Make sustainable** all outputs and results also beyond the project lifetime

Overall, the dissemination strategy intends to maximize the impact and reach of the project and its results, both during and after the funding period.

2. Responsibilities

PP1 Hanse Parliament will carry out the leadership for WP7 Dissemination and will monitor all dissemination activities. All project partners will contribute with dissemination activities to the different stakeholders in their network.

The following table presents in detail each partner's responsibilities and concrete dissemination activities that are foreseen as a minimum:

Activity Project partner	Transfer of project results to associated partners	Consultation & implementation advice for associated partners	Publication of a book with all project results	Publications on partner websites	Social media posts	2-3 Newsletter publications annually	24 presentations on third party events	7 press conferences	20 press releases	Publications in professional journals, newsletters, etc.	Integration of the results in policy & administration	National and international transfer
PP1 HP	x	x	x	X	X	X	X	X	X	X	X	X
PP2 HWKD				X	X	X	x	X	X	X	X	X
PP3 BAHH/ PP24 BHH				X	X	X	x		X	X	X	X
PP4 CHSZ				X	X	X	x		X	X	X	X
PP5 ZSML				X	X	X	x	X	X	X	X	X
PP6 APS				X	X	X	x		X	X	X	X
PP7 PMCZ				X	X	X	x	X	X	X	X	X
PP8 PCCIC				X	X	X	x		X	X	X	X
PP9 PC				X	X	X	x		X	X	X	X
PP10 LAK				X	X	X	x		X	X	X	X



PP11 RSU				X	X	X	x		X	X	X	X
PP13 IAGF				X	X	X	x		X	X	X	X
PP14 WIFI				X	X	X	x	X	X	X	X	X
PP15 HS02				X	X	X	x		X	X	X	X
PP16 T2I				X	X	X	x		X	X	X	X
PP17 SFC				X	X	X	x		X	X	X	X
PP18 DEGC				x	x	x	x		x	x	x	x
PP19 SRA/ PP25 AGBAR				x	x	x	x		x	x	x	x
PP20 IPM				x	x	x	x	X	x	x	x	x
PP21 ES				x	x	x	x	X	x	x	x	x
PP22 VISC				x	x	x	x		x	x	x	x
PP23 LVT				x	x	x	x	x	x	x	x	x

3. Dissemination target groups

The 3LoE dissemination strategy plan targets a range of different stakeholders in order to effectively communicate the project's goals and achievements. The following are some of the key target groups that should be considered:

1. **Students** in VET education, entering VET education and higher education students: These groups are the primary target of the project as they are the direct beneficiaries of the project. The project's results and achievements should be communicated to them through various means such as website, brochures, reports, and articles, etc.
2. **Pupils** leaving school: These are the students who are about to enter the vocational education and training system, and the project's results and achievements should be communicated to them to increase their awareness and understanding of the vocational education and training opportunities available to them.
3. **SMEs** (e.g. members of chambers): The project's results and achievements should be communicated to SMEs as they are the primary target of the project. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, consultations, and conferences.
4. **SME managers and employees**: The project's results and achievements should be communicated to SME managers and employees as they are the primary target of the project. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, consultations, and conferences.
5. **Associated partners** (60 partners from 13 countries): The project's results and achievements should be communicated to the project's associated partners as they are the primary target of the project. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.
6. **Teachers** of VET and higher education institutions: These groups are important stakeholders as they are responsible for delivering vocational education and training and will benefit from the project's results.
7. **Centers of vocational excellence staff**: These groups are important stakeholders as they are responsible for delivering vocational education and training and will benefit from the project's results.
8. **Green economy stakeholders**: These groups are interested in the project as it focuses on green economy vocational education within centers of vocational excellence.
9. **National authorities**: The project's results and achievements should be communicated to national authorities. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.

10. **Regional authorities:** The project's results and achievements should be communicated to regional authorities. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.
11. **Local authorities:** The project's results and achievements should be communicated to local authorities. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.
12. **General public:** The project's results and achievements should be communicated to the general public. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.
13. **NGO's:** The project's results and achievements should be communicated to NGO's. This can be done by using existing networks, such as vocational education and training organizations and SME associations, and by organizing events, such as workshops, seminars, and conferences.

It's important to note that the list above is not exhaustive and other stakeholders may be added depending on the specific context of the project activities and outputs. The level of dissemination spans from local, to regional, national, international and European.

4. Activities and outputs to disseminate

The following table summarises the main activities and outputs to be disseminated to the identified target groups during the project lifetime:

WP1 Management, Workshops & Conferences	<ul style="list-style-type: none"> • Workshops • Conferences
WP2 Development and permanent operation of regional centers of excellence	<ul style="list-style-type: none"> • Analyses and recommendations: Economy, demography, education and labor markets and qualification requirements • Eight CoVE networks for Green Economy: CoVE Germany, CoVE Poland, CoVE Lithuania, CoVE Latvia, CoVE Austria, CoVE Italy, CoVE Spain • Regional events • Transnational cooperation • Political strategy program • Train-the-Trainer program for personnel and center management
WP3 First center level "Vocational training"	<ul style="list-style-type: none"> • Vocational and qualification counselling • Train-the-Trainer Seminar on "tool for vocational and qualification counselling" • Dual vocational trainings: Dual system and curricula for key professions • Trainings for teachers to conduct dual vocational training • Training for trainers in SMEs • Dual vocational training for young people with learning difficulties • Additional qualification trainings on green economy topics

	<ul style="list-style-type: none"> • Business challenge for VET students • Vocational training "Sustainable restaurant worker" • Technician training „Ecologic Solutions in Logistics“ • Business Ideas Pupils for Green Economy
<p>WP4 Second center level "Continuing vocational training"</p>	<ul style="list-style-type: none"> • Concepts and Instruments for Management and implementation qualifications • KAIN method and Train-the-Trainer program for teachers to conduct further training • Concept "SME-fair digitalization" and two Trainings teacher digital Skills • Shorter trainings for SMEs on energy saving and renewable energies • Shorter trainings for SMEs on green economy topics • Training Enterprise and Entrepreneurship in Green Economy • Training Energy Service Manager • Vocational master trainings • Trainings Technician • Specific trainings in the Green Economy • Regulations for new continuing education occupational profiles • Strategy program for the integration of unemployed
<p>WP5 Third center level "Higher education"</p>	<ul style="list-style-type: none"> • Dual bachelor programs „Management of Renewable Building Energy Technology“ and "Business Administration for SMEs“ • Dual Bachelor program "Business Administration & Sustainable Management of SMEs“ • Dual Bachelor program “Entrepreneurship & Innovation in Green Economy“ • Dual Bachelor program “Logistics - Green Supply Chains“ • Dual Bachelor program “Electrical and Automatic Equipment“ • Dual Bachelor program “Sustainable Building System Technology“ • Collaboration between VET and higher education on EQF 4 - 7 • Dual study modules in Green Economy • Master Program “Sustainable management Climate neutrality for companies“ • Innovation support and R&D projects for SMEs • Train-the-Trainer program for university lecturers and SME advisors

5. Communication material and channels of dissemination

For the successful dissemination of the project activities and outputs to the different target groups, all project partners will use a variety of channels and tools, both online and offline. It's important to consider that not all the channels and tools will be effective for all the target groups, some will be more effective with one group than others, so it's important to adapt the dissemination strategy accordingly.

5.1 Communication material

In the beginning of the project, a set of communication material has been developed to be used by all partners for dissemination purposes.

- **Project Logo** (Attachment)



- **Template for project deliverables** (Attachment)
- **Website** (www.3-loe.eu)
- **Rol-up banner**
- **Video**
- **Presentations**
- **Cube** (Attachment)

More material will be developed throughout the project. The official project language is English and all communication materials are in English. However, it is crucial for the visibility and impact of the project, that each partner also communicates and dissemination in their national language.

5.2 Online dissemination

1. **Project website:** www.3-loe.eu is the official project website that provides information about the project, including its objectives, activities, and results, serves as a primary channel for disseminating information. Moreover, all partners are encouraged to use their own websites as a dissemination channel for the 3Loe project.
2. **Social media:** Social media platforms such as Facebook, Twitter, and LinkedIn are used to share project updates, news, and success stories to increase the visibility of the project and engage with stakeholders. All partners are encouraged to use their own social media accounts as a dissemination channel for the 3Loe project. A number of hashtags has been identified to be used in social media posts: #3LOEeu #CoVEs #centresofexcellence #VET #EU Vocational Excellence #ErasmusPlus #SMEs #GreenEconomy #Education
3. **E-mails and E-Newsletters:** Regular newsletters and e-mails sent to stakeholders, including associated partners, national and regional authorities, SMEs, and teachers, to keep them informed about the project's progress and results.
4. **Online events:** Online events such as online trainings and webinars have become very popular in the course of the project lifetime and present a comparatively inexpensive and easy possibility to present the project's results and engage with stakeholders. This can be targeted at specific target groups, such as SMEs, teachers, and students.
5. **Reports and publications:** Publication of reports, papers and press releases to disseminate information about the project and its results.
6. **Erasmus+ Project Results Platform:** All project results will be published on the Erasmus+ Project Results Platform.

5.3 Offline dissemination

Internal and third-party events: Organizing events such as trainings, workshops, seminars, conferences, fairs and internal/external meetings to present the project's results and engage with stakeholders. This can be targeted at specific target groups, such as SMEs, teachers, and students.

Networks: Leverage existing networks, such as vocational education and training organizations, SME associations, chambers of commerce and crafts to disseminate information about the project and engage with stakeholders.

Printed publication in traditional press such as paper, magazine, newsletter.

Consultations and transfer of project outputs with associated partners and external stakeholders.

Publication of book with all project results.

Press conference: Hold a press conference about project activities, objectives and results.

5.4 Transfer of results and implementation consultations

1. Personal, written and electronic transfer of all results to 70 transfer recipients and implementation partners from 14 countries (vocational education and training institutions and higher education institutions), who are involved in the project implementation as associated partners.
2. Personal consultations of the 70 transfer recipients at workshops and conferences as well as demand-oriented implementation consultations.

6. Expected impact and indicators

The expected impact of the described dissemination strategy comprises:

1. Increased awareness and understanding of the project, its objectives, and results among stakeholders, including vocational education and training (VET) students and teachers, SMEs and SME associations, national and regional authorities, and the general public.
2. Engaged stakeholders in the project's activities and results, for example, through workshops, seminars, and conferences.
3. Improved quality of vocational education and training, resulting in better-trained graduates and more successful SMEs.
4. Fostered collaboration and networking among stakeholders, including VET students, SMEs, national and regional authorities, and associated partners.
5. Sustainability of the project's achievements after the end of the funding period.

The following table shows the defined indicators to measure the success of the dissemination strategy:

	Number of posts and people reached through websites, social media and newsletter	Number of events organised and people reached	Number of project trainings and participants in project trainings	Number of publications produced and people reached	Total amount reached
People reached	10.000	5.000	3.750	3.000	21.750
Participants		2.000	750		2.750
SMEs involved and participating		400	500		900

Co-acting teachers		140	200		340
Events		35			
Trainings			50		
Posts/publications	100			40	

It's important to note that, to be effective, the chosen indicators should be realistic, measurable, and representative of the impact of the dissemination strategy, and should be used to continuously monitor and evaluate the dissemination activities to ensure that they are reaching the target groups and achieving the desired impact.

7. Monitoring

A dissemination plan template for planned as well as achieved dissemination activities has been created to monitor each partner's achievements. The dissemination plan is updated by each partner on a regular basis and is sent to the lead partner PP1 Hanse Parliament for monitoring at three points in the project lifetime:

1 st planning	Update	Update	Final report
30.04.2021	31.10.2022	31.10.2023	31.10.2024

8. Evaluation

Evaluation concepts and quality plans (Result 6.1: Four plans for quality assurance) were drawn up, which also include an evaluation of the events and trainings carried out and various dissemination measures. The evaluation results are constantly fed into further project work, resulting in a continuous improvement process. With regard to dissemination activities, the following evaluations are carried out.

- Events (workshops, conferences, etc.)
Written or online evaluation and personal feedbacks
- Trainings
Scientific evaluation of all trainings carried out
- Processes of Result Transfer and Implementation
Quality assurance and evaluation of written and personnel transfer, individual implementation counselling as well as additional measures for distributing the project results. In this regard, in addition to the data, results, etc. resulting from the central planning and monitoring mechanisms, the following data sources are also used for the evaluation of transfer, implementation and roll-out:
 - Recurrent, anonymous electronic survey of project and associated partners.
 - Comprehensive personal survey of project and associated partners by external experts



Dissemination activities in the project “3LoE” for the partner: ...

Project duration: 01/11/2020 – 31/10/2024

First dissemination plan report to Lead Partner: 30.04.2021

Update to Lead Partner: 31.10.2022

Update to Lead Partner: 31.10.2023

Final dissemination report to Lead Partner: 31.10.2024

Project Partner	Activity	Short description (e. g. organiser and topic of the event, title of the presentation, web-addresses etc.)	Date(s)/ Duration/ Frequency	Target group	Place	Number of organisations/persons reached	Kind of documents available
Presentation on third parties events (each partner at least 2 presentations)							
Project related information on websites, in newsletters, press releases, social media (Twitter, LinkedIn, Facebook etc.) (as far as possible each partner at least 3 times)							
Publications in partner journals, books, printed newsletter, etc. (each partner 3 publications)							

Introduction of project results in policies, administrations, stakeholders etc.							
Disseminations to national and international umbrella organizations from business associations and educational institutions							
Other activities							

3LoE Logo



Summarised results of the dissemination activities

1. Transfer of results and implementation consultations

Transfer target groups "Chambers of commerce, other SME promoters and other VET institutions"

Chambers of commerce, other SME promoters and VET institutions operating at regional and national level that are partners of the eight COVEs were the main target groups for dissemination activities. This is because they represent the interests of SMEs, bring in their needs, organize vocational education and training and take on the outstanding task of informing, qualifying and advising SMEs and supporting and promoting the implementation of tools, innovations and R&D projects in SMEs.

The project involved

a) ten chambers of crafts and seven vocational training institutions as project partners.
b) 50 chambers of commerce and crafts, other SME promoters and other VET institutions from 14 countries as associated partners. They were involved in the work from the beginning of the project, received all information and their suggestions, wishes and conditions were continuously fed into the project work.

Chambers and other SME funding institutions from regions in other countries were also approached and informed through further dissemination activities.

Transfer target groups "Colleges and Universities"

Another important target group - also at regional level - were universities and colleges that are partners of the eight COVE. They are instrumental in analyzing best practices and developing the curricula for train-the-trainer programs, initial vocational trainings and further education programs. They develop and implement dual Bachelor study programs, promote innovation and carry out R&D projects in SMEs. The colleges and universities carry out quality assurance and evaluations in the development and implementation of tools as well as funding and training measures. In the future, they will conduct the Train the Trainer programs on an ongoing basis, so that the chambers will always have well-qualified teachers and advisors for the implementation and use of the project results.

Colleges/universities were also important target groups because they support the chambers in the implementation of the further training and counselling programs by using their own lecturers and counsellors.

The project involved:

a) as project partners six universities and research institutes.
b) 20 colleges and universities from 10 countries as associated partners. They were involved in the work from the beginning of the project, received all information and their suggestions, wishes and conditions were continuously fed into the project work.

Transfers and Implementations



The 70 associated partners (chambers, other SME promoters, colleges and universities) were informed intensively by PP1 HP as transfer recipients and implementation partners in writing and online as part of their daily business, as well as in person at conferences, members' meetings, etc.; their suggestions were continuously fed into the project work. They were involved in the development work, so that it was not necessary to transfer third-party products, but customized programs that they had developed themselves.

To support and secure the development, transfer and implementation work, representatives of the transfer recipients took part in workshops. The developed products were practically tested, evaluated, improved and finalized. The subsequent dissemination to all project and associated partners took place through different channels:

a) All concepts, tools, curricula, instructions for implementation etc. were made available in written and electronic form.

b) Lecturers from project and associated partners were invited as observers to the trials so that they could gain experience for their own implementations.

c) During the project period four international consultation and dissemination conferences were held, in which the project and associated partners, companies, representatives from politics and administrations and other stakeholders took part. The conferences lasted half a day to a full day and were supplemented by a half-day workshop with the project and associated partners to discuss and evaluate conference results, present and discuss interim and final results of the project, discuss transfer activities, develop business models for future implementations and prepare and advise on implementation in working groups.

- First conference on 07.10.2021 in Panevezys, Lithuania, with 81 participants at the conference and 35 participants at the workshop.
- Second conference on 18. & 19.05.2022 in Vienna, Austria, with 57 participants at the conference and 50 participants at the workshop.
- Third conference on 15. & 16.06.2023 in Budapest, Hungary with 81 participants at the conference and 44 participants at the workshop.
- Fourth conference on 05.09.2024 in Riga, Latvia, with 103 participants at the conference and 28 participants at the workshop..

d) Project and associated partners received individual implementation consultations by PP1 Hanse-Parlament and additionally by PP13 Institut für angewandte Gewerbeforschung der Wirtschaftskammer Österreich and PP22 National Centre for Education Latvia. The individual implementation consultations took place within the framework of project activities and to a particularly large extent within the framework of the day-to-day business of the Hanse-Parlament, the ongoing counselling, support and guidance of its members, who were involved in the project work as associated partners.

The aim of the project was to ensure that as many of the project and associated partners as possible use the tools and training measures on a permanent basis and thus achieve very high participant numbers in the medium term. To ensure this, PP1 Hanse-

Parliament will continue to provide individual advice and support for implementation after the end of the project.

Around 500,000 SMEs are members of the chambers and other SME promoters that participated as project and associated partners. As part of their day-to-day business, the chambers continuously approached their member companies and provided comprehensive information. As part of their promotional tasks, the chambers continuously transferred best practices and tools to SMEs and advised on implementations. In addition, the chambers continue to run the training programs to promote and qualify their member SMEs.

The activities of results transfer, and implementation counselling were strongly supported by information, illustrations, application notes for use, publications and other support instruments, for example:

- Creation of a handbook with full results and recommendations for use and distribution electronically and via bookshops
- Creation and distribution of result videos
- Creation of Power Point presentations for transfers and consultations by the project partners
- Preparation of press releases and publications in the daily press and trade journals
- Intensive LinkedIn and Facebook notes
- Development and provision of posters and roll-ups

In addition to the transfer and implementation of the project results, extensive dissemination activities were carried out according to the project proposal. These activities are listed below with their results.

2. Measures for further dissemination activities

2.1 Summary of the results

The final dissemination reports of all partners as well as a summarised evaluation are published on the project website <https://3-loe.eu/>. The planned target values for dissemination activities in the project application and in the dissemination planning at the beginning of the project (see Chapter 6. Expected impact and indicators) were exceeded to a very large extent. In summary, the further dissemination measures of all partners lead to the following numerical results.

Persons reached	1.067.097
organisations reached	17.129
total disseminations	740
online disseminations	328
print publications	30
in person events	349
press conferences	6

hours spent disseminating	1.253,5
locations	114
Local level	45
Regional level	130
National level	125
European Level	39
International Level	151
Online Level	197

2.2 Dissemination planning

The project proposal envisaged the implementation of the following further dissemination measures:

- a) All results, materials, etc. will be posted on publicly accessible internet platforms and on the websites of the project partners.
- b) Up-to-date information in social media and publication of newsletters
- c) At least 24 events organised by third parties, project results, possibilities of use etc. are presented in person in different countries.
- d) 7 press conferences and at least 20 press releases will provide intensive information on project results and their use.
- e) Ongoing information by all project and associated partners on their own platforms and in member magazines.
- f) Project and associated partners bring project results into political decision-making processes as part of their day-to-day business and support work-based learning in particular.
- f) Electronic and written transfer of project results to national and international umbrella organizations of trade associations and educational providers

To realise these activities, a communication and dissemination plan was developed and agreed with each project partner at the beginning of the project, including activities to be carried out, target groups, target numbers, deadlines, etc. These plans were actualised with the actual results achieved and the plannings were updated as of

- 30 November 2021
- 30 November 2022
- 30 November 2023
- 31 October 2024 (final dissemination report)



The project partners received intensive training and advice on the effective implementation of dissemination activities throughout the project and received various forms of support, for example:

- Through PP13 IAGF Organization of three workshops with all project partners on the use of AI and social media for dissemination activities.
- Preparation and publication of numerous scientific papers.
- Creation and intensive use of guiding questions and recommendations for the 3LOE project presentation.
- Creation of various Power Point presentations by the lead partner and intensive use by all project partners.
- Creation of a 3LOE cube, posters and roll-ups and intensive use by all project partners.

The dissemination results achieved and the further plans were intensively discussed and agreed with all partners at the biannual project workshops.

The results achieved in the further dissemination measures far exceed the plans of the project application. They are for every partner with a evaluation for all partners published on the project website <https://3-loe.eu/>. and are briefly summarised below.

2.3 Information on websites, in social media, newsletters, press releases

Planning application: All results, materials, etc. will be posted on a project website and on publicly accessible platforms as well as on all partner portals and disseminated via social media.

Realizations: In addition to the project website, all partner websites as well as websites of associated and associated partners continuously reported on the project and published results. All partners made intensive use of social media (Facebook, LinkedIn, You Tube, etc.). In addition, some partners realised direct e-mail campaigns with a very high number of addresses. Compared to the planning, twice the number of press releases were issued, and press conferences and talks were held, so that extensive publications in the general and trade press were achieved.

2.4 Presentation on third party's events

Planning application: 24 third-party events, project results, possibilities of use, etc. are presented in person in different countries.

Realizations: Compared to the planning, more than twice as many events, which were organised by third parties, were realised and the project and its results were personally presented, advised and implementation planned. In addition, a very large number of personal transfer events were organised by the project partners. A total of 349 in-person events were realised. This enabled a very large number of project target groups, future users of the project results and stakeholders to be addressed on a broad regional, national and international basis.



2.5 Publications in partner journals, books, printed newsletter

Planning Application: 7 press conferences and 20 press releases provide intensive information about project results and their use. In addition, all partners provide information on an ongoing basis in their own publications.

Realization: Compared to the planning, twice much more of press releases were issued, and press conferences and talks were held, so that extensive publications in the general and specialised press were achieved. A larger number of newsletters were issued and project contributions for third-party newsletters were written and published. Articles on project results were written and published in trade journals, magazines and other media. Partners have produced and distributed flyers and brochures. Some partners have participated in radio and television broadcasts and have achieved wide dissemination of the project.

2.6 Disseminations to national and international umbrella organizations

Planning application: Project and associated partners introduce project results into political decision-making processes as part of their day-to-day business, as well as ongoing introduction of results into official bodies, in particular of politics and administrations.

Realizations: Chambers and associations involved as project or associated partners have intensively used their official membership in political and administrative bodies at regional, national and international level to introduce project results into consultation and decision-making processes, to comprehensively inform stakeholders from politics and administration and to achieve promotion and dissemination. All partners have comprehensively informed their national and international umbrella organisations, transferred project results and achieved strong dissemination.

2.7 Other activities

Planning in the application: None

Realizations: Individual partners have carried out additional specific dissemination activities, for example:

- Specific information and dissemination activities for key stakeholders
- Holding online conferences and transnational video conferences to disseminate project results.
- Conducting meetings with owners and managers of SMEs.
- Intensive use of personal and business contacts for dissemination purposes.
- Creation of various videos provided and used for dissemination activities of all partners.
- Realization of numerous background videoconferences with associated partners and/or stakeholders at regional, national and international level.

2.8 Result Videos

In addition to the planning of the project application, fourteen results video was produced by different partner, namely:

- Video A: 3LOE Overview

- Video B: Eight Center of vocational Excellence
- Video C: 3LoE COVE Lithuania
- Video D: 3LOE COVE Germany Dresden
- Video E: 3LOE COVE Italy
- Video F: International Cooperation of the 8 COVEs
- Video G: 3LoE Cooperation COVE Austria and COVE Lithuania
- Video H: Initial vocational training of the COVEs
- Video I: Further vocational training of the COVEs
- Video J: 3LOE Training Austria
- Video K: Higher Education of the COVEs
- Video L: 3LoE Dual Study Austria
- Video M: COVE Italy cooperation with Unismart
- Video N: 3LOE Makes it happen!

The videos were published on the YouTube Chanel of the lead partner Hanse-Parlament, on the project website and on the websites of the project partners.

In addition to the above fourteen results videos, the majority of the project partners produced further videos in the respective national language and published them on the partner websites, which served to provide regional/national information about the project, especially for companies and potential training participants.

The result videos could of course mostly be created towards the end of the project. However, they have already proven to be a very effective information and dissemination tool. They are also used by the project and associated partners to provide information about the project as a whole and in particular about individual educational programs, to address target groups and to win participant.

2.9 Result book

In addition, a manual was produced with main outputs and application notes as well as with further project results and additionally conducted studies. The manual is available in printed form in bookshops and online. Although the manual could only be produced towards the end of the project, it has proved to be a very suitable dissemination tool, especially for all interested parties who cannot be addressed directly, who want to carry out implementations and who want to receive all results with application notes in a collected form.

2.10 Consultancy and transfer conferences

Planning in the application: One international consulting and transfer conference.

Realizations: During the project period four international consultation and dissemination conferences were held, in which the project and associated partners, companies, representatives from politics and administrations and other stakeholders took part. The conferences lasted half a day to a full day and were supplemented by a half-day workshop with the project and associated partners to discuss and evaluate conference results, present and discuss interim and final results of the project, discuss transfer

activities, develop business models for future implementations and prepare and advise on implementation in working groups.

The four conferences were attended by 322 people and the four workshops by 157 people, totalling 479 people.

3. Conclusions

All activities planned in the project proposal for the further dissemination of the project and its results were realised. The target figures of the project proposal were exceeded to a very large extent. In addition to the transfers and implementations, outstanding results were achieved in further dissemination through the great commitment of all project partners in all partner and other EU countries.

In addition to the planning of the project proposal, 14 result videos were produced and published on the websites of the project and the partners as well as on the YouTube channel of the lead partner. They contribute decisively to the outstanding success of the dissemination of the results of the 3LoE project.

In addition, a manual with all outputs and application instructions was produced and distributed through bookshops and online.

In addition, special dissemination measures were developed and in connection with the testing and implementation of training programmes, which represent an optimal complement to the qualifications and at the same time led to a strong dissemination of the project results, in particular also strongly promote the feeding of the results into decision-making processes of politics and administration. Some of these dissemination measures have led to follow-up activities that will be realised after the end of the project.

Just like the transfers and implementation consultations the activities of further dissemination will also be continued after the end of the project.

The evaluation of the result transfers and individual dissemination counselling as well as the other dissemination measures lead to extraordinarily positive assessments and document the great success and high degree of effectiveness of the transfer and dissemination activities (6.2 Result report of all evaluations and assessments).

See also the final reports of the dissemination activities and the summarised evaluation published on the project website <https://3-loe.eu/>.