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LEarning from Analogies

TASK PLANNING DOCUMENT

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INTRODUCTION

The present document presents the distribution of tasks among the partners and describes in detail the work programme and time schedule. Purpose of the document is to serve as a guide during the development of the project and to be used for the monitoring of the progress, monitoring of the tasks and monitoring of deadlines.

The document is divided into two main parts. In the first part the tasks of the partners are analyzed by work package. In this part there is a general introduction about the work package, its aims and its methodologies and then there is an analytic presentation of the tasks for the work package and for each partner individually.

In the second part the tasks of the partners are analyzed by the start date and are presented in a chronological order month by month. Also in this part, the deliverables of the project are analyzed by day of delivery.

In this way, the partners are going to have a complete picture of the organization of the work programme of the project and the tasks that have to be realized in order to produce the deliverables of the project.

Before the start of the analysis of the tasks, a small description of the partners participating in the consortium is provided together with their contact details as well as a general introduction about the project.

ABOUT THE LEAN PROJECT

"New skills for new jobs" is the new EU strategy that concerns also the ability to solve problems, learning from different disciplines and multicultural experiences, to work and take decisions in a global context. In this sense, VET actors and trainers need to improve their training offer and methodologies in order to boost this kind of skills and aptitudes.

This project, through the transfer of an innovative methodology based on the use of "analogies" and cross-cultural cues for the management education, answers to this increasing need for skilled resources for managers and entrepreneurs. A particular attention will be paid to the specific sector of small family-based enterprises, whose business approach is often far from the consideration of that set of multidisciplinary hints and suggestions which are of the utmost importance in a context dominated by globalization and intercultural dynamics. Multicultural training is intended to be an effective instrument to help SMEs entrepreneurs and managers to acquire an intercultural vision based on a cross-functional set of information, histories and best practices which are often very far from their way-of-thinking. In so doing, entrepreneurs will be supported to look behind the specific scenario in which their activities take place, learning how to reason and act in global and intercultural terms.

The analogical training addresses SMEs' needs to:

- -Increase their capabilities to act in a global context
- -Increase their aptitude to analyse problems in a strategic way, combining different cultural approaches
- -Increase their problem solving skills, with a particular emphasis on the management of multiculturalism and internationalization processes
- -Support companies family-owners aptitude for a new concept of leadership, based on a multicultural, competitive and business-oriented approach
- -Spread of a cross-functional approach, able to support SMEs' evolution from a traditional functional structure to a new inter-functional one

LEAN project aims to transfer innovative didactical methodologies for problem solving and decision making training. To be trained on topics that apparently are not relevant with specific working problems means to learn a new thinking methodology that can be very useful in a business world marked by rapid changes.

The Consortium is composed of 4 internationally recognized institutions, active in the management education and enterprises support and of a local NCCI.

The project will allow reaching various tangible results:

- The state of the art of theoretical and operational models of cross-cultural education in EU
- The identification of CY, PL and RO training needs regarding informal and multicultural learning methodologies
- The development of a set of training sessions locally customised on the base of ISTUD methodology
- The training of local trainers from CY, PL and RO who could play the role of facilitator in delivering training sessions
- A wide exploitation and dissemination of results.

LIST OF PARTNERS/ BRIEF DESCRIPTION

P0: G. G. EUROSUCCESS CONSULTING LTD (Cyprus)



Eurosuccess Consulting, through a dynamic team of young scientists provides a comprehensive package of services addressing the needs of modern Cyprus enterprises especially on matters like innovation and technology. EUROSUCCESS identified, from the initial steps of its operations, the need for creating links between the Cyprus economy and the wider European market and put great emphasis on the exploitation of the potentials created by the accession of Cyprus in the European Union.

Today EUROSUCCESS offers a variety of services to the Public, as well as the Private sector of Cyprus. It has also started to actively participate in international schemes, through a well established network of partners abroad, based on the intense past experience of its founder. It is specialized particularly in dissemination

EUROSUCCESS aims to a constant improvement of its offered services, as well the development of its team which will give the opportunity to enhance its scientific sector of expertise

P1: Fondazione ISTUD per la cultura d'impresa e di gestione - ISTUD Foundation (Italy)



ISTUD is the first independent business school in Italy which operates in Europe in the field of executive education and management research.

As internationally recognised business school with more than 40 years of activity, it has followed the evolution of contemporary management, significantly contributing to the diffusion of a modern “management culture” based on corporate social responsibility, multiculturalism, professional upright and value production: more than 55.000 managers have attended its courses. In the attempt to cope with the organisational cultural shift, ISTUD has developed training projects which aim at supporting the entrepreneurial and managerial class in shifting traditional organisational culture toward a multicultural and multidisciplinary mindset. ISTUD is member of EFMD and EABIS and has managed many international projects funded by EU and other donors (the World Bank, IFC, ETF).

P2: Polska Fundacja Ośrodków Wspomagania Rozwoju Gospodarczego "OIC Poland" (Polland)



OIC Poland Foundation, from 1991 acting for economic and social progress in the south-eastern Poland, belongs to the leading group of training organisations in Lublin region.

The main aim of the OIC Poland Foundation is prevention of unemployment and fostering economic development by implementation of the educational and counselling programmes, targeted at a great scale at SMEs in the region - has been attained through two basic streams:

- unique enterprises (courses, seminars, conferences, counselling, complex projects) addressed to SME owners, professionals, certain underprivileged groups in the community, aiming at creation of employment and self-employment opportunities, dissemination of knowledge and good practices and human resources development.
- educational services - commercial offers of training services both for individuals, interested in acquiring new skills or qualifications and companies and institutions ordering tailored trainings for their employees.

P3: CENTRUL PENTRU PROMOVAREA INVATĂRII PERMANENTE (Romania)



The Centre for Promoting Lifelong Learning – CPIP is a nongovernmental and nonprofit institution, active in the educational and social field. Our institution aims to promote the culture of lifelong learning throughout the active involvement of all community members in developing a coherent strategy for implementing the concept and practice of “learning throughout life”. In this context, LLL is no longer a mere aspect in the education and training system, but it’s cornerstone, basic ground for future pathways. Consequents to this philosophy, we intend to channel our entire activity towards creating a viable alternative in developing lifelong learning community. Our activities are to provide information and counseling services for: career guidance, development and orientation. Developing specific programs meant to facilitate the transmission of our values in multiethnic, multilingual and multicultural communities. Implementing programs in social and educational aspects.

P4: Εμπορικό και Βιομηχανικό Επιμελητήριο Λευκωσίας - Nicosia Chamber of Commerce and Industry (Cyprus)



The Nicosia Chamber of Commerce and Industry (NCCI) was established in 1953. It is a private non-profit organization and operates on the basis of a specific constitution. It is financially independent and operates in an autonomous manner. Today over 1250 local companies are registered to the NCCI.

The Nicosia Chamber of Commerce and Industry has been actively pursuing the economic, social and cultural development of the city, as well as the district of Nicosia. It promotes initiatives and encourages communication, acting as a bridging agent on issues that involve economic activity. Furthermore, the Chamber attends to its traditional role in resolving the problems of the business community in Nicosia on matters as industry, trade, services and local administration issues.

The NCCI strongly believes in the European programs and initiatives as a way for increasing the cooperation on business issues.

CONTACT DETAILS OF PARTNERS

PARTNER	ADDRESS	WEB ADDRESS	CONTACT PERSON	EMAIL
P0 <i>G. G. EUROSUCCESS CONSULTING LTD</i>	56 Stavrou Avenue, Karyatides Business Center, Block A2 - Office 205, 2035, Nicosia, CY-CYPRUS	www.eurosc.eu	1. Giorgos Giorgakis 2. Photis Photiades	george@eurosc.eu photis@eurosc.eu
P1 <i>ISTUD FOUNDATION</i>	Via Principe Amedeo, 1,20121, Milano, IT-ITALY	www.istud.it	1. Cristina Godio 2. Maria Caramazza	cgodio@istud.it mcaramazza@istud.it
P2 <i>OIC POLAND FOUNDATION"</i>	ul. Gospodarcza 26,20-213, Lublin, PL-POLAND	www.oic.lublin.pl	1. Ewelina Iwanek-Chachaj 2. Teresa Bogacka	ewelina.iwanek@oic.lublin.pl zarzad@oic.lublin.pl
P3 <i>CENTRUL PENTRU PROMOVAREA INVATARII PERMANENTE</i>	Vasile adamachi 2, 400459, timisoara, RO - ROMANIA	www.cpip.ro	1. Rodica Pana	contact@cpip.ro
P4 <i>NICOSIA CHAMBER OF COMMERCE AND INDUSTRY</i>	Deligiorgi 3, 1066, Nicosia, CY - CYPRUS	www.ncci.org.cy	1. Andreas Antoniades 2. Socrates Heracleous	a.antoniades@ncci.org.cy s.heracleous@ncci.org.cy

WORK PACKAGES

Work Package 1 Management and Coordination

Aim:

- To ensure that the project is implemented and completed successfully and within specific borders which will be determined during the planning stage and mainly refer to time schedule and budget;
- To develop the planned management system through the consultation with all the partners;
- To ensure that contractual and financial obligations with the Cypriot National Agency are fulfilled.

Methodology:

- Eurosucces, as WP coordinator and with the support of ISTUD as expert transferor partner, will lead project management and coordination activities (point 1), producing a detailed Project planning (R1), and will ensure the compliance with project milestones as well as the achievement of the objectives planned by the consortium. Project planning (R1), together with the quality control criteria, will be discussed and agreed with all the partners during the kick-off meeting in Cyprus.
- All the partners will contribute to Eurosucces project coordination efforts by providing the coordinator with the needed support, information and material in due time. Eurosucces, as Lead applicant, will guarantee the implementation of those activities connected to contractual and reporting obligations.
- All the partners will contribute to this aim by providing the lead applicant with the needed support, information and materials in due time.
- ISTUD will actively support Eurosucces playing a role of support in the implementation of the PM plan.

Tasks of the Work Package

- 1) The launch and day by day management of the project whose aims are:
 - To define the lines of communication among partners and contact persons;
 - To prepare the Plans-Pert and Gantt charts (confirmation of names in the Pert chart, definition and revision of dates, controls and expected outputs – products/activities/deliverables – in the Gantt chart);
 - To provide a detailed description of the activities needed to create these outcomes/products/deliverables in order to check quality-dependency between activities and resource estimates;
 - To assign tasks, agree on responsibilities and organise periodically coordination meetings (including the kick-off meeting) for checking the progress of the project and defining the next steps.
 - To manage and supervise project operations
2. The management of contractual agreements with the National Agency and the project consortium and the timely and complete reporting of activities/costs.

Description of the Deliverables

1. Project information pack planning.
Management and coordination tools with a particular attention to the following items:
 - Project management structure
 - Detailed planning of project activities and outputs
 - Detailed planning of human and financial resources
 - Role and tasks of partners
 - GANTT charts
 - Communication procedures and tools
2. Interim/final activities and financial reporting



Beginning Date: 01/10/2012

End Date: 30/09/2014

Duration: 24 months

Coordinating Partner: P0 – Eurosucces Consulting LTD

Work Package 2 Quality Control

Aim:

- To define quality control mechanisms and criteria;
- To supervise the quality of project outputs, with particular attention to the best practice transfer, by appointing 2 Quality Experts who will undertake the role of "peer reviewers".

Methodology:

- CPIP, as WP leader, will select, in agreement with ISTUD and all the other partners:
 - the 2 Quality Experts and will define their role, specific tasks and way of cooperation
 - the criteria and tools for the Quality Control process, in agreement with the Quality Experts.
- The above mentioned issues will be presented, discussed and agreed during the kick off meeting in Cyprus.
- Afterwards, the WP leader will prepare the Project Quality Control Plan (R3) and supervise its implementation.

Tasks of the Work Package

This WP is devoted to the definition and implementation of mechanisms for the quality control of project results. This will be done through:

- The appointment of 2 Quality Experts (selected by the transferor and the leading partner), having a high expertise in innovative learning methodologies, problem solving and decision making training and, more in general, in innovative management training. They will be asked to assess some selected project outputs, to provide feedbacks and comments for improvements and to suggest possible and alternative methods of exploiting the transferred methodology.

- The definition of quality criteria and tools for the assessment (i.e. check list for collecting feedbacks of Cypriot, Polish and Romanian beneficiaries in WP4; evaluation questionnaire for pilot testing in WP 6 etc).
- The implementation and management of the quality control system (indicators) throughout the project lifecycle.

Quality control mechanisms, tools and indicators will be detailed in the Project Quality Control Plan (R3) which will be developed with the contribution of the whole consortium.

Description of the Deliverables

3. Project quality control plan.

Quality control tools with a particular attention to the following items:

- Quality control process and steps
- Appointment of Quality Control Experts (members, duties, cooperation mechanisms)
- Criteria for quality assessment
- Tools for quality control

4. Project communication plan

Beginning Date: 01/10/2012

End Date: 30/09/2014

Duration: 24 months

Coordinating Partner: P3: CPIP

Work Package 3 State of the art and needs analysis

Aim:

Analyzing:

- The state of the art of EU theoretical and operational models for analogical and cross-cultural methodologies as well as all informal training services that apply innovative learning/teaching methodologies to support the development of transversal managerial competencies (such as for example leadership, problem solving and decision making);
- The effective application in Cyprus, Poland and Romania of analogical/cross-cultural methodologies in adult informal training with a particular emphasis on transversal skills;
- The perceived training needs in Cyprus, Poland and Romania related to innovative learning methodologies for the development of managerial transversal competencies;
- The requirements of different companies' decision makers concerning delivery methods and training mechanisms;
- The point of view of Cypriot, Polish and Romanian intermediaries and VET actors and their interest in developing more sophisticated and informal training methodologies based on a multidisciplinary approach;
- The point of view of Cypriot, Polish and Romanian stakeholders and policy makers who could support the project and its outcomes with their feedbacks and experience.

Methodology:

- As responsible for WP 3, OIC will:
 - Prepare the tools for the state of the art and needs analysis. These tools will involve a) the methodological approach that will be used by partners for carrying out the activities in WP3 and b) the tools that will be used to deliver this WP (i.e templates for performing the literature reviews and

the desk research, check list for interviews with target organisations and stakeholders, questionnaire for the survey on end-users etc)

- Carry out a literature review on the existing theories for innovative teaching methodologies. This activity will consist of the selection and analysis of cutting-edge academic papers/books with the the production of an executive summary including the main recommendations for a) shaping effective training sessions with these methodologies b) supporting the dissemination of the multidisciplinary approach in the sector of adult education.
- carry out a desk research on the effective non-traditional and informal training models for the development of transversal competencies in EU. This activity will consist of the analysis and mapping of EU best practices for supporting these skills with informal and interdisciplinary methodologies. The criteria that will be used for selecting the practices to be analyzed will be the following:
 - Content criteria: the research will take into account those practices oriented to core transversal competencies such as decision making, leadership, problem setting and problem solving.
 - Promoter's criteria: the research will be carried out investigating those training offers, promoted by leading institutions in the selected countries, which deal with innovative approaches to learning and education.
 - Target groups criteria: just the programs focused on adult education and, in particular, on entrepreneurs and managers learning will be taken into account.
- The output of this activity will be good practice fact sheets at EU level.
- The transferee partners will:
 - carry out the field work in CY, PL and RO by the implementation of the following activities:
 - Interviews with a selected sample of target group organizations (ex. VET actors-up to 10) and stakeholders (up to 3);

- Questionnaire surveys with a selected sample of companies' decision makers (up to 20).

- The WP leader and the transferor will summarize the results of the needs analysis in a report which will be discussed among all the partners and, on this basis, the approach to the next WP will be agreed.

Tasks of the Work Package

This WP will be devoted to:

- Assessing the EU state of the art and best practices concerning the application of innovative learning/teaching methodologies for the development of transversal managerial skills
- Gathering data and insights regarding the needs, characteristics and requirements of beneficiary groups (intermediaries providing training/support to companies' decision makers), potential end users (entrepreneurs, managers and people interested in developing their transversal skills to solve problems and take decisions) and stakeholders (all those organisations having interest in supporting VET system innovation, i.e. policy makers, Industrial Associations, Chambers of Commerce etc) in the transferee countries.

This preliminary investigation will allow partners to identify the cutting edge theories and other EU best practices in matter of transversal competencies, as well as the specific needs and expectations of target groups and intermediaries. This will provide partners with the needed insights and understanding for approaching the next WP which is devoted to the improvement and customisation of the analogical methodology.

In this framework, the state of the art and needs analysis will consist of:

- A literature review of the main EU publications (academic papers/books), aimed at analysing the cutting edge theories on innovative learning and teaching models for adult training, in order to orient the customisation phase avoiding conceptual mistakes
- A desk research, aimed at scanning EU best practices concerning informal and multidisciplinary training methodologies in order to identify successful models
- a field work (structured interviews, questionnaires), aimed at surveying the above-mentioned needs at regional level (CY, PL and RO)
- An in-depht analysis, aimed at understanding the main constraints to the application of the analogical/cross-cultural methodology and the possible mismatch between the above-mentioned needs and the existing training activities.

AS WP leader, OIC will be responsible for the achievement of the above-mentioned aims. Tools and instruments for the desk/field analysis will be implemented with the transferor support whose aim is to provide OIC with all the information required for the proper execution of the foreseen activities.

The WP coordinator will summarize the final results of the investigation - performed by the transferors and the transferee - by preparing the final State of the art and need analysis report.

Description of the Deliverables

5. State of the art report, presenting:
 - a. Literature review and EU good practices/fact sheets related to innovative methodologies in adult training based on cross-cultural approaches
 - b. Recommendations coming from the literature review and the good practices analysis for customizing the methodology to partner countries' characteristics
6. 2 Needs analysis report, presenting the results in terms of:

- a. Training needs of Cypriot, Polish and Romanian VET actors and companies' decision makers as far as leadership, problem solving and decision making competencies are concerned
 - b. Characteristics of the supply side (existing training offers and mismatch between them and companies decision makers' actual needs)
 - c. Stakeholders and policy makers' perceptions regarding the possibility to support the spreading and dissemination of the analogical/cross-cultural methodology among VET actors as far as entrepreneurs and workers' training needs are concerned - with a particular focus on leadership, problem solving and decision making
7. Final report, presenting:
- a. The summary of the State of the art and Needs analysis reports
 - b. Specific recommendations for customizing the cross-cultural and multidisciplinary methodology to Cypriot, Polish and Romanian needs in terms of target groups, training objectives and delivery methods

Beginning Date: 01/11/2012

End Date: 31/03/2013

Duration: 5 months

Coordinating Partner: P2- OIC

Work Package 4 Learning methodology customization

Aim:

- Adapt the analogical methodology and contents (hints, outline, delivery methods and mechanisms) to the detected needs in Cyprus, Poland and Romania taking into account the cultural and historical peculiarities of the transferee countries;
- Identify possible regional partners/sponsors for the suggested informal methodology in view of its sustainability in the long-run.

Methodology:

- ISTUD, as transferor partner and holder of the analogies contents (see the attached declaration on IPR), will support the customisation of the original training methodology according to the findings of the previous WP and will prepare the guidelines for transferring to the local trainers the didactical methodology foreseen in the WP5-Train the trainers.
- In details, ISTUD will cope with the improvement and customisation of the methodology (new topics to be dealt, innovative teaching materials for such new topics, adaptation of the teaching materials and tools to the new cultural contexts) and will be responsible for the preparation of the Preliminary Methodology Pack (R9), - including didactic and methodological materials as brochures, DVD, papers etc. - putting together all the revised materials and the collected inputs.
- Transferee partners will identify a list of potential local partners/sponsors and will organise meetings to present the scope of the methodology and its features, requesting:
 - Feedbacks for fine-tuning (using the check list developed in WP3)
 - Potential expressions of interest for being involved in the pilot delivery and/or in the outputs exploitation after the project completion.
- Each transferee partner will summarise the results of the meetings and will send the main inputs concerning the methodology outline at regional level and the potential partners/sponsors to ISTUD, which will fine-tune the methodology structure and topics and will prepare the Methodology Pack (R9), composed of:

- learning methodology outline and local-customised topics
 - teaching materials (brochures, articles, papers, DVD etc.)
 - teaching notes
 - organisations and professional actors involved in the delivery and their role
 - assessment methodology and tools for the monitoring and evaluation of the learning/teaching sessions
- The Methodology Pack will be presented, discussed and approved during the coordination meeting which will be held in Italy.
 - Once approved by the partners, the Methodology Pack will be submitted to the Quality Control Experts for the assessment.
 - The validated version of the Final Methodology Pack (R18), including didactic and methodological materials, will be translated by the transferee partners in Greek, Polish and Romanian (WP6).

Tasks of the Work Package

- The improvement of the methodology outline and contents to ensure its customisation to Cypriot, Polish and Romanian needs. This implies:
 - The revision and upgrade of the analogical/cross-cultural learning sessions which are mainly related to the development of crucial managerial competencies such as leadership, problem solving and decision making. The customisation will consist of possible integrations or modifications of the initial focus of the learning/training methodology by adding new topics and/or by rebalancing the delivery approach
 - The revision of the contents on the base of the targeted competencies and the identification of other competencies that can be exploited through the use of this approach
 - The improvement and customisation of training contents. This will consist of both the production of contexts-tailored contents (national-local analogies) and the adaptation of the existing contents to the local needs and cultural heritage. In this frame, a particular attention will be paid to the possible processing of

- innovative analogical suggestions to cope with the specific needs of the transferee partners
- The improvement and customisation of the teaching methodology according to eventual cutting edge pedagogical theories that could emerge from the literature review
 - The improvement and customisation of experts and teachers' tools/didactical methodologies
 - The improvement and customisation of the assessment, monitoring and evaluation of the approach effectiveness
 - The translation of the didactical materials in Greek, Polish and Romanian
 - The production of videos/DVD "Analogies. Lessons for Managers" highlighting some of the most successful analogical sessions (that will be used for the presentation to local stakeholders and also in the following WP for the train the trainers activity)
- The identification of Cypriot, Polish and Romanian potential partners/sponsors interested in the application and dissemination of the suggested approach in order to create consensus in the transferee countries and engage other institutions in the project operations. This will be done by organising presentations and meetings on the application of the methodology and by collecting, in a structured way, related feedbacks and potential expressions of interests.

Description of the Deliverables

8. List of local stakeholders and VET actors that could be interested in the project (in Cyprus, Poland and Romania)
9. Preliminary Methodology pack, including:
 - a. learning methodology outline
 - b. teaching materials for the customised learning sessions
 - c. assessment methodology and tools for monitoring and evaluating the learning sessions
10. Video/DVD shooting of learning sessions of "Analogies.Lessons for managers" and translation (if needed) in English to be used as promotional material with local



stakeholders (WP4) and also as teaching material during the train the trainers sessions (WP 5)

Beginning Date: 01/04/2013

End Date: 31/10/2013

Duration: 7 months

Coordinating Partner: P1- Fondazione ISTUD



Work Package 5 Train the Trainers

Aim:

- Producing Guidelines for the adaptation and management of the suggested methodology at regional level;
- Training the lectures and trainers/teachers who will be in charge of the methodology management/delivery at regional level.
- The objective of this WP is to create a group of lecturers (the experts), trainers (the facilitators) and trainers project managers able to design, develop, deliver and carry on training sessions using the proposed methodology, becoming thus experts, facilitators and training project managers in their original countries and turning into actors for the dissemination of the analogical methodology and its inclusion in local VET offer as far as management training is concerned.
- The involvement of proper local trainers will be ensured by the participation of the Cypriot Chamber of Commerce, whose paramount role will be to act as a bridge between the partners and the most relevant local stakeholders.
- Local trainers' role is not only to be able to support their target groups in identifying a proper training path, but also to help them understand its potentialities. They also need to understand the possible needs of their local targets, monitoring the impact of the suggested methodology on their learners and identifying new possible customised paths in order to make the application of the methodology sustainable at regional level after the project completion. For these reasons, the "train the trainers" activity will be opened not only to lectures and teachers, provided that they rely on a solid experience in the sector of VET education and LLP, but also to the project managers of the trainees' partners and to those professionals and VET actors and stakeholders who are interested in the project (see also results of WP4).
- For these reasons and for the high impact of specific local contexts on the analogical learning outputs, the train the trainers sessions will be organised in each of the countries of the transferee partners. This will also give to the transferee partners the possibility to involve in the national train the trainers activity a larger number of local

teachers, facilitators, project managers widening and exploiting the possible impacts of the project results.

Methodology:

- ISTUD will prepare the manual for the "train the trainers" sessions and will deliver the 3 days' training in 3 different national contexts.
- The transferee partners will select lecturers and trainers who will become experts and facilitators either internally (internal trainers/employees of the partner organisations) or by delegating an external expert whose expenses will be charged under the respective category of each of the partner organisations that will appoint him/her. Also external contributions from other potential beneficiary organisations (declaring their interest in the project during the development and implementation of WP3) could be considered during the "train the trainers" sessions.
- Furthermore, the transferee partners will define all the logistic arrangements for the "train the trainers" session that will be held in their country.

Tasks of the Work Package

- This WP will be devoted to the capacity improvement of local VET actors and organisations with a particular attention to those local professionals (experts and/or facilitators and/or training project managers) who will be involved in managing and delivering the learning methodology in Cyprus, Poland and Romania.

- The overall costs foreseen in order to carry out the "train the trainers" activities (included those ones related to the involvement of transferor's trainers and facilitators) are marked as transferee partners' costs. Therefore, the cost of each train the trainers' session is charged in the budget of the partner country hosting the session.

- The main planned activities will be:
 - preparing guidelines for experts/facilitators
 - selecting the local experts/facilitators to be trained (at least 4 per country)
 - organising and delivering in Cyprus, Poland and Romania a 3 days "train the trainers" session for the experts/facilitators that will be selected by the transferee partners (R13)

- The "train the trainers" course will cover the following topics (this is a preliminary hypothesis to be reviewed accordingly to the previous WP results and outcomes):
 - Needs analysis (1 day). The contents to be presented will be:
 - The demand analysis as a way to investigate the training needs.
 - From the learning demand to the needs analysis.
 - Developing the final training needs analysis (with a specific focus on companies' decision makers).
 - Social research methodologies and tools to identify possible topics for new training sessions.
 - Phases and roles involved in the training process.
 - Design and develop (1,5 day). The contents to be presented will be:
 - Macro-design and micro-design of a cross-cultural training session.
 - Definition of good learning objectives.
 - Theories and practices in multidisciplinary training design.
 - Transformation of didactic objects into multidisciplinary learning sessions.
 - Competencies and skills which can be supported through the use of cross-cultural learning sessions.
 - Design of good monitoring, evaluation and testing tools.
 - Furthermore, half a day will be devoted to the Methodology Pack presentation to the trainers involved in order to share detailed information on how to further use and exploit it.
 - During the train the trainers activity will be used the video/DVD "Analogies.Lessons for managers" (R10) developed in the WP 4.

Role and tasks of sub-contractors

In order to carry on properly this WP, it will be necessary to have specific materials for the "train the trainers" activity and in particular, due to the specificity of the methodology, it will be necessary to provide a translation in English of the original materials and of the video/DVD shot in WP4, in order to have effective didactical materials that will help transferee partners' professionals understand how the suggested methodology can be implemented.

External experts of the chosen analogical issues to be faced and analysed during the train the trainers' sessions and then furtherly developed in the following Piloting activity of WP6 will be involved both from the transferee and the transferor partners

Description of the Deliverables

11. Methodology Pack, including:

- a. main guidelines for designing, delivering and assessing analogical/cross-cultural training sessions
- b. contents outline and agenda of the train the trainers sessions
- c. slides and teaching materials of the train the trainers sessions

The Methodology Pack will be used as teaching material for the 3 national train the trainers sessions

12. List of trainers who will attend the 3 train the trainers workshops

13. Train the trainers workshop agenda and delivery of the 3 days' training sessions (in CY, PL and RO)

Beginning Date: 01/09/2013

End Date: 31/01/2014

Duration: 5 months

Coordinating Partner: P4- ISTUD

Work Package 6 Pilot testing and fine tuning

Aim:

- Testing the quality and effectiveness of the regional customised learning sessions and the capacity of trainers to deliver them to a restricted number of end-users;
- Assessing the delivery process (contents and people);
- Fine-tuning and improving the regional customised learning sessions (Final Methodology Pack R18) according to the assessment results;
- Sharing among all the partners the customized learning sessions to support problem solving, decision making and leadership skills and to confront experiences in order to develop lessons learned that should be disseminated also at European level.
- WP6 will be carried out by Eurosucces in coordination with each of the other transferee partners involved which will be in charge of tuning the suggested methodology to the specific national priorities and needs. A specific role will be played by the Cypriot Chamber of Commerce which will give an important contribution to the identification of local target groups to be involved in the pilot sessions. ISTUD Foundation will also play a key-role in supporting all the partners in their national fine tuning and Eurosucces during the final general project's global fine-tuning phase.

Methodology:

- Transferee partners (Eurosucces and NCCI for Cyprus, OIC for Poland and CPIP for Romania) will:
 - select the analogical/cross-cultural sessions and experts/facilitators for the pilot, define the typology of the final target groups involved in the pilot (Pilot testing guidelines-R14) and promote it in order to engage a restricted number of companies' decision makers who will be interested in attending the pilot;
 - organise and deliver the pilots (R15);
 - gather feedbacks using the assessment questionnaire;

- prepare a summary of all the feedbacks gathered in English (regional/national Intermediate evaluation report-R16) and send it to ISTUD, as transferor, and to the Quality Control Experts;
- organise a coordination meeting to discuss the Intermediate evaluation report outcomes and agree on the Methodological pack improvements.
- The transferor could agree, with the transferee partners, to organise any additional specific travel of an own experienced facilitator to supervise and support the development of these first Piloting sessions. In this case the additional travel costs for the transferors' facilitator will be covered by the transferee that will request this additional support.
- Eurosuccess, as WP leader, will also:
 - support transferee partners in the above mentioned activities;
 - prepare, together with the Quality Control Experts, a Final evaluation report;
 - fine-tune the Methodological Pack and prepare its Final version (R18), in collaboration with ISTUD as transferor partner.
- For what concerns the possibility to certify the competencies acquired by the participants attending the analogical sessions in the frame of the EQF system, the partners will analyse - with the support of the Quality Control Experts and of the transferor partner - the conditions for the recognition of this certificate (this would in any case be possible only in the case of long-term training sessions).

Tasks of the Work Package

- Selection of the customised learning sessions (at least 2) that the transferee partners intend to test so as of experts and facilitators to be involved for delivering the pilot. The selection will be done by transferee partners according to their interests/needs. Experts and facilitators will be selected among those persons who attended the "train the trainers" sessions (WP5).
- Promotion of the pilot among final target groups (companies' decision makers).
- Involvement of a restricted number of companies' decision makers in the pilot (up to 10 per transferee country).
- Face to face delivery of the selected sessions to the final target groups.

- Use of the assessment questionnaire developed by the Quality Control Experts (WP2), gathering feedbacks and comments from the attendees, with the aim of improving the learning sessions and assessing the experts/facilitators' skills. Using the questionnaire, transferee partners will collect feedbacks from pilot attendees. These feedbacks will be mainly based on two aspects: a) quality and effectiveness of the methodology/teaching materials and suggestions for potential improvements and b) experts and facilitators efficacy.
- Sharing of feedbacks with the transferor partners and with the Quality Control Experts. Transferee partners will elaborate and summarise the questionnaire results in a Regional/National Intermediate evaluation report and will send it, together with all the questionnaires collected, to the transferor partner and to the Quality Control Experts. The Intermediate evaluation report will be discussed during a coordination meeting in Poland, where a decision concerning how to improve the regional customised sessions will be taken.
- Preparation of a final evaluation report which will be written according to the main outcomes of the coordination meeting.
- Fine tuning of the Methodology pack and preparation of the final version (R18).

Description of the Deliverables

14. Pilot testing guidelines including:

- a. The customised sessions that each of the transferee partners intends to test
- b. The list of trainers/facilitators from Cyprus, Poland and Romania to be involved in the pilots delivery
- c. The identification of potential target groups for the pilots (typology of companies' decision makers that should be involved)
- d. The definition of the esteemed number of attendees to be involved
- e. The definition of pilots geographical coverage (regional or national level)

15. 3 pilots delivery (in CY, PL and RO), including:

- the final pilots agenda
- the list of attendees

16. 3 regional/national intermediate evaluation reports

- 17. Final pilot evaluation report
- 18. Final Methodology Pack delivery

Beginning Date: 01/01/2014

End Date: 31/08/2014

Duration: 8 months

Coordinating Partner: P0 – EUROSUCCESS CONSULTING LTD

Work Package 7 Dissemination and exploitation of the results

Aim:

- To promote the analogical/cross-cultural approach, its objectives and results in favour of a wide audience at both local/national and EU level;
- To disseminate the project outputs;
- To ensure that the transferred training methodology will be embedded in the Cypriot, Polish and Romanian VET systems.

Regarding the final aim, the following objectives will be pursued:

- Promoting the suggested training methodology at regional level among policy makers, stakeholders and VET actors in order to build consensus and increase the awareness of the importance of embedding innovative methodologies (like analogies) in the Regional training offer for companies' decision makers;
- Promoting the analogical/cross-cultural learning methodology at regional level among the end-users (companies' decision makers and employees interested in enlarging their approach to problem solving, leadership and decision making) in order to attract attendees to the pilot delivery;
- Defining an exploitation strategy for taking over the results at the project completion.

Methodology:

- The WP leader, the Cypriot Chamber of Commerce (NCCI), will be responsible for the Project promotion, dissemination and exploitation plan. The plan will be composed of 2 sections:
- one related to the EU communication and dissemination campaign. The main aim of this section is to present and plan the main communication objectives and tools that should be put in practice by all the partners in order to give visibility to the project and disseminate its results at EU level.
- the other related to the regional/national promotion and exploitation activities. This section will be devoted to the actions that each transferee partner will have to plan in

order to: a) give visibility to the project at regional/national level reaching the focused targets, b) create interest and consensus around it and secure the participation of beneficiaries and end-users in project activities, c) set the conditions for the project self-sustainability by, for example, identifying possible sponsors or securing additional public financial resources for its delivery after its completion. For what concerns the Cypriot context, NCCI will play a primary role in sustaining a wider exploitation of LEAN project's outputs and results. Moreover, NCCI will help the other partners of the consortium shape the second section of the plan, as far as regional communication/exploitation activities in Cyprus, Poland and Romania are concerned.

- All the partners will actively contribute to the implementation of the EU communication plan.

Tasks of the Work Package

- This WP is devoted to the dissemination and exploitation of project results at EU level and to the promotion of the project activities at regional level.
- At the beginning of the project, the WP leader will prepare a project dissemination and exploitation plan in order to agree on the communication targets/means and to coordinate partners efforts.
- The communication plan should consider both the EU and the regional dimension of the project as well as communication and dissemination actions at EU and at regional/national level in the transferee countries.
- The Communication plan will involve the following aspects:
 - the target audience
 - the dissemination objectives for each target group
 - the number of persons/organisations that will be targeted. While a precise estimation will be done in the Communication plan, the following figures represent a preliminary indication:
 - EU Intermediaries/VET organisations that will be reached will be about 600
 - Cypriot, Polish and Romanian Intermediaries and VET actors and organisations that will be reached will be about 30

- Cypriot, Polish and Romanian companies' decision makers that will be reached will be about 100
- tools and promotion actions, with a particular attention to the following points:
 - Project graphic identity will be prepared (project log, branding)
 - Online communication activities will be undertaken such as i) the setting up of a user-friendly web-site, ii) the setting up of a web-page in Greek, Polish and Romanian where the customised training methodology will be uploaded, iii) the online launching of periodic dissemination campaigns among the partners (newsletters, e-mails) iv) the production of web-articles that will be published on the project web-pages, v) the uploading of materials/information concerning the project on the partners' web-sites.
 - Offline communication activities will be undertaken such as: i) the printing of brochures and other relevant communication materials and their distribution during the main partners meetings that will be organised at international and national level, ii) the production of up to 6 press releases which will be disseminated through EU networks and regional organisations.
- As WP leader, NCCI, with the active involvement of ISTUD, will be responsible for realizing promotion and dissemination materials as brochures, leaflets and communication supports, aimed at strengthening the dissemination and exploitation of the project results.

Role and tasks of sub-contractors

Subcontracting will be used for:

- Printing promotional materials in the different countries
- Setting up and keeping the web-pages updated
- Preparing the graphic identity of the project
- Quality Experts activities

Description of the Deliverables

19) Project promotion, dissemination and exploitation plan at EU and regional/national level, including:

- the target group for the communication campaign
- the communication tools to be used and the actions to be implemented
- definition of partners' tasks and responsibility
- planning

The above mentioned activities will be implemented both at EU and national level (in Cyprus, Poland and Romania)

20) Project online communication tools, including:

- branding and graphic identity
- online web pages
- further online information and materials

21) Project Leaflets

22) Papers, articles, presentations for conferences and events where the project will be presented

23) E- Mailing

24) Project final event to be organised in Cyprus with a particular attention to:

- specific promotional materials
- list of speakers
- list of participants

Beginning Date: 01/11/2012

End Date: 30/09/2014

Duration: 23 months

Coordinating Partner: P4 - NCCI