



Exploitation and Sustainability Plan

WP7 - Deliverables 24 &25

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I. Executive Summary

This document is aimed at presenting the Exploitation and Sustainability Plan (hereinafter ESP) elaborated by the Consortium of the Triple E Project (hereinafter the Project). The objective is to present the strategies identified for optimal exploitation and sustainability of the project results. The purpose of the ESP is to serve as an ongoing, concise work plan for setting out the main exploitation aspects of the Triple E project, to define a complete and tailored set of tools for effective promotion of the outcomes of the project and to ensure that the Triple E project is sustainable. The document also serves as a link between past activities and an agenda for future opportunities and possibilities of increasing the visibility of the project in the community. Objectives, target groups and means for exploitation have been identified as necessary components for the project’s promotion exploitation and sustainability strategy.

The ESP should ensure that the Triple E Model is exploitable and sustainable. The primary aim is to create maximum awareness and set the ground for sustainability of the project outputs following Triple E objectives and results according to the target groups and relevant stakeholders. In order to achieve that, exploitation must be based on the analysis of the financial services sector needs in relation to qualifications at an early stage of the project and the active involvement of potential end-users and stakeholders during project development.

The Triple E ESP focuses on the following objectives:

- to plan specific activities for exploitation and sustainability mainly after the project lifetime,
- to raise awareness of all potentially interested stakeholders,
- to look for cooperation with bodies and organisations from the very beginning of the project, identifying specific means for exploitation,
- to create a core group of stakeholders interested in exploiting results and supporting project activities,
- to harmonise the exploitation activities of the partners for a more efficient and effective outcome, and
- to support the creation of a European area for vocational training and lifelong learning in general.

The document identifies the exploitable results of the project in terms of products, experiences, policy lessons and European cooperation and describes the strategy to exploit these products at European and national levels. The monitoring of the exploitation activities will follow an approach similar to the monitoring of the dissemination activities.

An additional way of successful exploitation of results is to make them sustainable. The aim of the sustainability plan is to ensure that the target groups will be reached also after the project ends. EBTN will make sure that the multilingual project website remains operational for at least three years after the project has finished (September 2015) allowing the access and utilization of the materials produced. Finally, the

formal definition and implementation of Intellectual Property Rights (IRP) will be an important part of the future sustainability of the project results.

The ESP must be read in conjunction with the Dissemination Plan of the project. The ESP document was gradually updated throughout the duration of the project.

Triple E is a voluntary standard and does not replace or integrate the national qualifications, certifications and quality systems.

II. Introduction

1. Project objectives

The Project (Triple E stands for **ECVET**, **EQF** & **EQAVET**) aims to strongly contribute to the development of sectoral qualifications systems (national and European) by incorporating ECVET, according to the relevant EU Recommendation¹. Moreover the project will support the improvement of the quality of training systems through the development of innovative European Guidelines for the definition of professional qualifications in terms of learning outcomes, with the attribution of ECVET points, EQF level, and according to quality assurance (EQAVET) criteria.

The project has produced the Guidelines for Triple E sectoral qualifications and a tested model thereof in the form of a revised EFCB certificate. These represent the reference tools for (re)designing sectoral VET programmes and qualifications in line with the main lifelong learning instruments. The concrete implementation of ECVET (together with EQF and EQAVET) will support the development of a European lifelong learning area for the Financial Services Sector (hereinafter FSS) employers, employees and learners. The Triple E Guidelines will facilitate the (re)designing of qualifications and VET programmes in line also with the EQAVET provisions, and their application across all European countries (throughout the EBTN network) will guarantee sustainable improvements in the quality and performance of sectoral qualifications and VET programmes. This project represents the first initiative towards this objective and therefore, will also bring relevant innovative approaches and tools for the lifelong learning area.

The project represents a new initiative towards a sectoral European system of qualifications and VET programmes.² The innovative Triple E Guidelines developed by a multiplayer consortium will guarantee both their application at national and European level, but also the opportunity to transfer it in other national and /or sectoral contexts. The Triple E Guidelines and the EFCB revised according to them aspire to become sectoral benchmarks in the field of lifelong learning.

The development and concrete application of the Triple E Guidelines will facilitate the recognition and validation of skills and competencies irrespective of how they were acquired (formal, non-formal and informal contexts), on the basis of European commonly shared methodologies. This will enhance the transferability and transparency of the FSS national and European qualifications and will facilitate FSS employee and learners mobility across Europe.

The project has considered the specific needs of different European nations through its analysis work and has addressed them in an integrated approach, through the development of the Triple E Guidelines and the ECVET standards. The main outcomes are developed in partners’ national languages, and the practical testing

¹ EE C 155, 8.7.2009, p.11.

² As it is mentioned at the project’s evaluation report: *“The innovative character of the project is the collaboration between the VET actors, the employers and the social partners in the field of finance and banking.”*

activities will be completed with the translation of the revised EFCB certificate. This will contribute to creating concrete equal opportunities in the EU labour market.

2. The Consortium

The Triple E Consortium is composed by a multi-actor variety of organisations with different profiles: the roles and responsibilities are allocated according to the relevant capacities and possibility to reach different targets due to previous experience and expertise in the field of education and training activities in the FSS. The Consortium is composed by representatives of institutes of bankers, training providers, banking associations and social partners with important experience in working together on issues like: designing qualifications based on learning outcomes, education and training programmes, attributing ECVET points and implementing quality assurance methodologies.

2.1 Experiences

The Partnership combined have unrivalled experience and expertise in the field of education and training activities in the FSS and possess the appropriate competence in designing and testing the Guidelines for the Triple E Qualifications. In particular, Consortium members have a strong track record of working together in successfully co-ordinating and implementing European funded education and training projects for providing reference analysis and guidelines related to EQF, ECVET and Quality Assurance Framework especially adapted for the European banking and financial sector. Most of them are already applying the outcomes of these projects, together with the relevant European recommendations.

The European Banking & Financial Services Training Association (EBTN) is the Brussels-based united voice of training providers in the European banking sector. Through its 26 member bodies and 17 associates, EBTN represents the interests of the leading banking institutes. The vision of EBTN is to become the standard-setting body for the accreditation, certification and qualification of knowledge, skills and competences in the European financial services sector. EBTN aims to create professional education standards in Europe and enhance international relations and alliances. In the last ten years, EBTN initiated and coordinated various European projects in the field of lifelong learning qualifications ECVET, EQF and EQAVET, such as *EUROBANQUA*, *QUALOBSTER*, *CERTIFIED*, *EQUALIFISE*, *QUADULTRAINERS*, *BIF Network*, *FIRST*, *EFEP*, *QUADRO* etc). Moreover, EBTN owns the EFCB (European Foundation Certificate in Banking) qualification for basic banking knowledge, unique in its kind in the FS sector. Since its launch in 2006, more than 15,000 employees are currently holders of the EFCB in more than 10 European countries.

EBTN was the Applicant and Coordinator of the Triple E Project carrying out the administrative, financial, and technical management. EBTN was strongly involved in the analysis phase, the development of the Triple E standard and the Guidelines for Triple E Qualifications, has conducted testing activities and has contributed to the design of Testing Report and EFCB revised Certificate. EBTN lead the dissemination activities and was directly involved, as supporter, in the development of the ESP and IPR Agreement.

EBTN was supported by the **Finance & Banking - Organizational and HR Development Association (Effebi)**, a non-profit association founded in 1978. Members of the association are the leading Italian banking groups and medium/small banks, which make it a banking association. Effebi owns the Centre for Research and European Studies (CRES fb) which aims to develop research activities on lifelong learning, also through a specific observatory, for analysing and identifying needs, trends and good practices in the field of training, at national and European level.

The **Warsaw Institute of Banking (WIB)** has been in operation since 1992. WIB played an active role in the process of building up the Polish banking system during the most interesting and dynamic period of change. Today, WIB is an important part of the infrastructure of a modern financial services system in Poland. WIB works for financial institutions, their employees and their clients. The Institute covers a wide spectrum of banking, finance and management topics: since 2006, WIB has maintained ISO 9001-2008 certification for its training and certification activities. The Institute has also been active in international organizations (European Banking and Financial Services Training Association, European Financial Planning Association) and projects (EU, USAID, World Bank), expanding its expertise in the design of qualifications based on learning outcomes, credit transfer methodologies and quality assurance in training and certification. WIB is now represented in the official social dialogue group for NQF in Poland and is often invited to share its expertise with government officials and representative of other sectors.

WIB was the Project Methodological Coordinator providing transversal support to the Consortium. It was involved in the analysis phase, supporting the WP leader in designing the methodological approach and analysis tools. WIB lead the WP regarding the development of the Standard and the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, conducted testing activities and contributed to the design of Testing Report and EFCB revised Certificate. It implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement.

The **Hellenic Bank Association (HBA)** is the national body representing the Greek and foreign credit institutions that operate in Greece. It was established in 1928 as a non-profit legal entity and currently employs 60 experts and supporting staff. A primary statutory goal of the HBA is to contribute to the competitiveness of the Greek banking system through the continuous development of its human resources by professional education and training activities undertaken by its training centre, the **Hellenic Banking Institute (HBI)**. HBI activities include, among others, the design and implementation of vocational education and training courses, for all levels and objects of the Greek financial services sector, the identification of training needs, design and implementation of in-company training programmes, the engagement in bilateral or multilateral cooperation with respective institutes in Europe and beyond, the design and provision of training courses and textbooks, and the organisation of certification exams both at interbank level and for individual customers (banks). HBI participated actively in the group of bank training institutes-members of EBTN that created the European Foundation Certificate in Banking (EFCB) as a result of an LdV EU-funded project in 2005. The Institute has already begun processes to update the content of the EFCB training programme and supporting textbook and is very

interested in the re-shaped EFCB according to the ‘Triple-E model’, which was one of the deliverables of the present project.

HBI was involved in the analysis phase, the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, conducted testing activities and contributed to the design of Testing Report and EFCB revised Certificate. It implemented the allocated dissemination activities and supported the WP5 leader (EBTN) in providing the WP5 outcomes and lead WP7 regarding the definition of the ESP and IPR Agreement with the support of EBTN.

The **Romanian Banking Institute (RBI)** is a legal entity without patrimonial purpose, founded in 1991 by the National Bank of Romania (NBR) and the Romanian Banking Association (RBA) as the foremost provider of lifelong training programs for the financial-banking sector in Romania. Through an effective partnership with the banking and non-banking financial institutions, the RBI’s programs are addressing the real needs of the existing and potential employees of the financial services sector. Over the last couple of years, RBI has begun a wide development process meant to increase the quality of the professional training and institutional development programs by moving from knowledge based to competence based professional training through the elaboration of occupational analyses, occupational standards and associated qualifications for occupations in the banking and FSS, followed by the development of professional training programs authorised at national level, and by constructing a new legal framework for adult professional training through the committed involvement in the institutional development of the Sectoral Committee “Financial, banking and insurance activities.” RBI has been updating the content of the EFCB training programme as an ongoing process, at least once every two years, since its initial implementation in 2005.

RBI was involved in the analysis phase, the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, and lead the testing phase and therefore, provided the Testing Report and EFCB revised Certificate. RBI implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement.

Frankfurt School of Finance & Management (FS) is a private Business School with official recognition as a university and accredited as an institution by the German Council of Science and Humanities (Wissenschaftsrat). FS offers a comprehensive range of educational and consulting products and services on financial and management related topics. The portfolio includes vocational training and academic courses, open seminars and training courses, as well as customised educational and consulting measures for companies. In their research activities, members of the faculty address current financial and management issues. At 80 locations in Germany, FS offers professional education courses, pursued in parallel with full-time employment for about 6.700 students. Seminars and training sessions for more than 10.000 participants, as well as study programmes on specific banking and financial subjects (e.g. financial planning, ship finance, renewable energy finance or compliance), complete FS' portfolio.

FS was involved in the analysis phase. It supported the leader of WP4 regarding the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, conducted testing activities and contributed to the design of Testing Report and EFCB revised Certificate. It implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement.

ABISERVIZI SpA is a company of the Italian Banking Association (ABI). **ABIFORMAZIONE** is the training division of ABISERVIZI, with 29 employees and a wide network of professionals and consultants. ABIFORMAZIONE is the leading organization in the field of training and professional services for the Italian banking and financial industry. It organises seminars, conventions, workshops, open and customized in-house training courses, e-learning and certification products and services, special training programmes. ABIFORMAZIONE has a solid knowledge on qualifications and certifications; the leading training programmes are designed under the learning outcomes approach and the certifications (such as the Banking and Financial Diploma) are issued after a scientific assessment methodology. ABIFORMAZIONE has been involved in a national project aimed at the creation and implementation of a FSS - Financial Services Sector qualifications system: an international study on financial qualifications and a comparison among different countries was provided in such national project.

ABIFORMAZIONE led the analysis phase and provided the WP2 outcomes. It contributed to the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, supported the WP4 leader, conducted testing activities and contributed to the design of Testing Report and EFCB revised Certificate. It implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement.

Chartered Banker Institute is the oldest professional institute of bankers in the world, and the only remaining professional institute of bankers in the UK. It is an educational charity setting standards for the education and training of bankers, and delivering professional and vocational qualifications to the banking industry in the UK and overseas, and financial education to schools in the UK. Established by Royal Charter in 1875, the Chartered Banker Institute awards the “Chartered Banker” designation to individuals completing the Institute’s professional training programme. The Chartered Banker Institute also offers a range of specialist Advanced Diplomas, regulatory qualifications and lower-level introductory banking and financial services qualifications. Working with several university partners, the Chartered Banker Institute offers a Chartered Banker MBA programme, an MSc in Professional Banking and an MSc in Professional Banking. More than 20,000 individuals and the UK and overseas hold Chartered Banker Institute qualifications.

The Chartered Banker Institute has strong links with other banking institutes, universities, colleges and others providing banking and financial education in the UK and overseas, including Partnerships with banking institutes in the Bahamas, Egypt, Hong Kong and Ireland. Working with EBTN, the Chartered Banker Institute has been involved with many European Projects to develop and standardize bank training and financial education in Europe, including EFCB, FIRST and EFEP.

The Chartered Banker Institute was involved in the analysis phase, the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, and supported the WP leader in the testing phase and therefore, contributed to the elaboration of the Testing Report and EFCB revised Certificate. It implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement.

Malta Union of Bank Employees (MUBE) was registered on 22 May 1972. It was formed by a group of employees working at National Bank of Malta which is now Bank of Valletta plc. These employees felt the need of a Union which specifically defended the rights of a bank employee, so they formed the first and only Bankers Union to date in Malta. The number of members affiliated in the M.U.B.E. to date amounts to approximately 3.000 members. M.U.B.E. is an affiliate of the Confederation of Malta Trade Unions – CMTU and Union Network International – UNI Global Unions. M.U.B.E. is an active member of UNI Europa zone III Mediterranean Area and UNI Finance. M.U.B.E. was recently elected to the UNI Europa Finance Steering Group Committee. The main objectives of the M.U.B.E. are the following:

- to regulate relations between its members and their employers or employers’ associations,
- to ameliorate the working conditions of all its members, and
- to obtain for its members that standard of living that is compatible with their social standing.

MUBE was involved, as a social partner, in the analysis phase, the development of the Guidelines for Triple E Qualifications, ECVET quality standards and assessment tools, and in the testing phase for the elaboration of the Testing Report and EFCB revised Certificate. MUBE implemented the dissemination activities and contributed to the definition of the ESP and IPR Agreement (WP7).

2.2 Policy lessons

The project also capitalised on the results of previous European projects that some of the Triple E project partners have implemented together. These projects are:

- a. the CERTIFIED project – Certification & Accreditation System for Financial Services Sector Education and Training,
- b. the EUROBANQUA Project - European Banking Network for Quality Assurance,
- c. the FIRST Project - Financial Services EQF Translator in EU, and
- d. the B.I.F. Network Project - Banking, Insurance and Finance in VET.

Thus, the Triple E project has taken forward the partners’ expertise in previous outcomes achieved within different European projects implemented by some of the members of the Consortium and has produced innovative commonly shared Guidelines and quality standards for integrating ECVET, and other LLL instruments, in the sectoral qualifications systems.

CERTIFIED project aimed at the creation of a new system for the certification of competences and the accreditation of training providers in the EU Financial Services Sector. The project objectives were to accompany and facilitate the increasing macro-level regulation process occurring within the European Financial Services Sector; to build a comprehensive, transparent and self-sustaining system for the certification of employees' competences; to carry out a carefully designed validation process through piloting, research and dissemination activities; and to extend the the range of the scope of the sector-based certification and accreditation system by creating a wide and active community of practice in certification and accreditation within the EU. The main output of CERTIFIED was an accreditation and certification system for European certificates based on competences.

EUROBANQUA project aimed to apply the Common Quality Assurance Framework (CQAF) model in the Banking and Financial Services Sector (B.F.S.S.) in Europe by linking the model with current developments and challenges towards improvement of quality training in this sector. The main output of this Project is the “Ten Guidelines” for developing a coherent approach to better match supply and demand for training. These guidelines will be taken into consideration when proposing the Guidelines for the Triple E Qualifications (for the ECVET implementation) in order to ensure compliance also with the EQAVET provisions (e.g. labour market relevance, post training evaluation, teacher training, etc.).

FIRST project (Financial Services EQF Translator in EU) aimed at making EQF better known, better understood and widely applied in FSS. The focus was on developing learning outcomes that would clearly manifest the knowledge, skills and competences needed by FSS. The FSS EQF Translator leads at enhancing transparency and recognition of professional qualifications and certificates in banking and finance sector by turning the EQF and the level descriptors into a familiar and user friendly reference framework. The main outcome of the project is a tailor made EQF version for the FS Sector–“EQF FSS Translator.” The future FSS professional qualifications should be designed in terms of learning outcomes, and the Translator represents an important tool for achieving this ultimate objective.

Finally, BIF project aimed at promoting the application of ECVET to the training provision of the Banking, Insurance and Financial Services Sector. The project objective was to provide a User Guide for orientation of potential users in the ECVET system and a tailor made methodology for assigning ECVET points to existing qualifications in FSS, to be used by qualification experts, training professionals and other interested users. The sectoral qualifications should be designed according to ECVET provisions in order to ensure the transferability of qualifications and mobility of individuals in Europe. Therefore, the User Guide and the Vademecum will offer substantial support for integrating ECVET requirements in Guidelines for the Triple E Qualification.

3. Main outcomes and impact of the Project

The project’s main outcomes aspire to have an important impact and contribute to the training and qualifications systems in the FSS in EU. Amongst other things, the project aspires to:

- Promote ECVET as a lifelong learning instrument, together with EQF and EQAVET, considering their inter-relations.
- Provide guidelines related to ECVET application that will improve/support national VET systems and also increase the interest of social partners, companies and workers towards mobility and support the creation of qualifications and certifications through related experiences.
- Enhance continuous cooperation between VET actors in the FSS (Triple E Consortium and Associate Partners).
- Establish a European sectoral standard model for designing future Qualifications in line with ECVET and the other lifelong learning provisions and hence integrating the European FSS further in line with EU strategies.
- Create the basic preconditions for the setting up of an EBTN accreditation structure to accredit FSS qualifications as ‘Triple E’ Qualifications.
- Promote the ‘Triple E EFCB Qualification’, as the common foundation qualification for the FS Sector.
- Enhance transparency of qualifications and the mutual trust and cooperation among stakeholders involved in VET in Europe.
- Facilitate transnational mobility of learners and employees and increase their employability.
- Support the quality management in VET within the sector.
- Create a common language for a variety of users of Qualifications for the training providers, employers and employees.
- Facilitate the anticipation of skill needs as a precondition for continuous professional development.

4. Objectives of exploitation and valorisation of results

4.1 Exploitation of results

The ESP defines the objectives and actions for building a network of stable relationships with stakeholders interested in the results of the project, for integrating the results into VET systems, for ensuring the durability and long lasting effect of results, and for finding new funding or plan the commercialisation potential of the project outcomes in order for it to be self-sustained.

The leader of Work Package 7 (WP7) “Exploitation and valorisation of results” was the Hellenic Banking Institute of the Hellenic Bank Association (HBI) and the supporter was EBTN. However, all partners were involved and contributed to that WP. For this reason, the ESP was and will be updated during (and after) the project’s life and each partner has been invited to share their suggestions and proposals.

One of the main objectives of the Triple E project is to set up an ESP from the beginning of the project in order to steer the production of results towards the demands of FSS stakeholders, policy makers and ultimately the society, ensuring that

such results reach the right target groups in a format and at a time which enables them to benefit from them.

The core idea behind the exploitation of the Triple E project is the setting up of future sectoral qualifications in line with Triple E requirements. According to the EACEA, exploitation has the meaning of “making use of and deriving benefit from a result”. In the context of project results it primarily involves the two processes of *mainstreaming* and *multiplication*. *Mainstreaming* is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems. *Multiplication* is the planned process of convincing individual end-users to adopt and apply the results of programmes and initiatives.

Each project partner has assumed an active role in the project’s exploitation activities, according to their particular target groups, interests, expertise, and project continuation orientations. Project partners have been interacting with potentially interested stakeholders throughout the project, to orientate the Triple E outcomes to the needs of a broad audience. Partners have also been promoting Triple E directly to their national stakeholders, preparing the next steps after the project’s end. Furthermore, the partnership envisages the outputs of Triple E as the basis of follow-up activities regarding the setting up of future sectoral qualifications in line with ECVET requirements and also with EQF and EQAVET.

The project partners and associate partners are the first ones exploiting, promoting, sustaining and using the project outcomes after the project’s conclusion vis-à-vis national settings (by applying for Triple E accreditation and engaging in other related activities, see also Annex III). The ultimate goal for the partnership is to be able to optimise the value of project results, to strengthen their impact, to transfer them to different contexts, to integrate them in a sustainable way, to use the materials within their own activities and to promote their usage within their networks, at national and European levels.

In view of the above the Triple E qualifications offer public information which is available from a dedicated portal on the EBTN web site. The information includes: the list of Triple E qualifications, the list of organizations who offer Triple E qualifications and the list of employers of holders of Triple E qualifications, if interested. The providers of Triple E qualifications are required to submit the relevant information to EBTN on an annual basis. The information is updated on the web site at least yearly.

The portal will not only enhance transparency but it will also become a means of inviting more certifying institutions into seeking the Triple E accreditation model. Maintaining and updating the information will be the responsibility of EBTN

4.2 Sustainability

Sustainable planning has to do with the decision of which outputs should be maintained beyond the project’s lifetime through specific strategies and how Triple E project’s impact will be sustained.

4.2.1 Mainstreaming

The successful Project results are to be transferred to appropriate decision-makers in order to achieve their sustainable promotion and support.

The project results are envisaged to be included in the training offer of the project partners in 8 countries according to their national and sectoral conditions. Moreover, the results will also be taken into consideration by the 15 associated partners who were involved in the development of the project outputs (especially in the consultation activities) and participated in the dissemination activities (project website, social network pages, national info days, dissemination conference, etc.). Moreover, each partner has and will be contacting the appropriate stakeholders in their own country to present the results of Triple E project and suggest how they could be integrated in existing VET systems.

In addition, this project could become a starting point for evolving a European Area of Skills for FSS (Round Table on Sectoral Qualifications), with Triple E foundation certification in the form of the revised EFCB as the first vital step in this direction.

4.2.2 Multiplication

The project’s coordinator has a very exclusive network of potential end users, to whom the results of the project will be promoted for further use. EBTN as a European Association has a membership of over 40 Institutes of bankers and Bank Associations from Europe and beyond. Moreover, the majority of the partners are connected at national level with banks, bank associations, social partners, other VET providers, national agencies, etc. Finally, M.U.B.E. is also connected with national VET providers, employers and employees.

The Triple E Guidelines, ECVET quality standards and the practical example (revised EFCB) are available on the project’s website, which will be maintained by EBTN for at least 3 years beyond the project’s life. Likewise the project’s website and the social networking groups will make available all the public deliverables and information deriving from the project for at least 3 years beyond the project’s end. Offline materials (e.g. final printed publication) will also be available for distribution to interested stakeholders.

4.2.3 Triple E Declaration

At the end of the Project, the partners signed a Triple E Declaration whereby they declare their support and determination to adopt the Triple E model of qualifications in their VET-related activities (see Annex I).

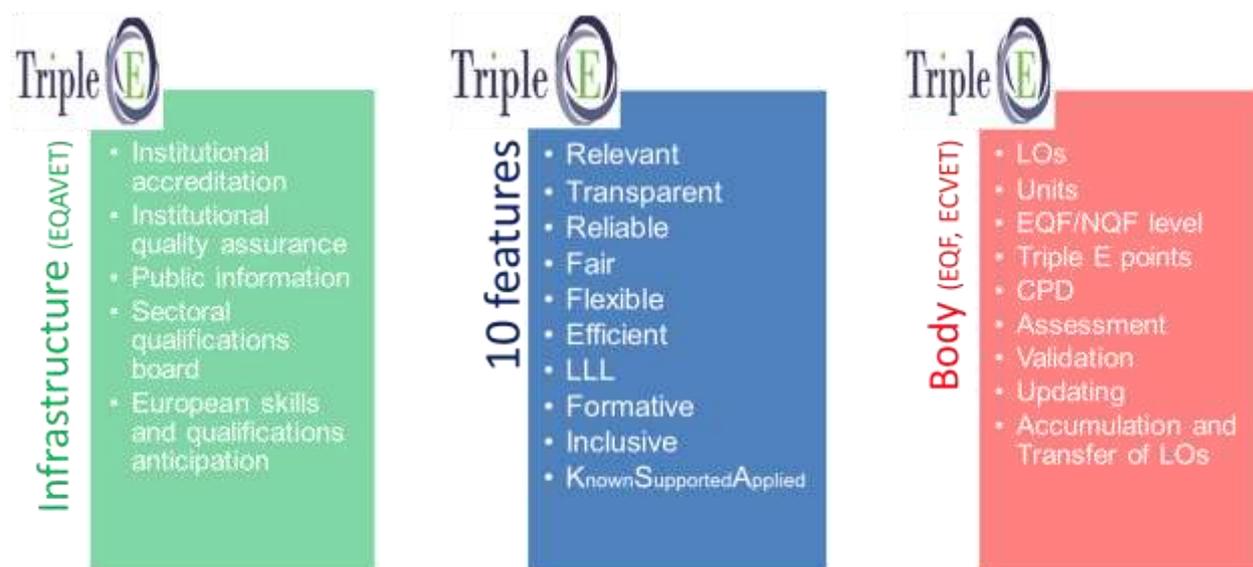
4.2.4 Intellectual Property Rights Agreement (IPR)

Following an initial agreement on the basic principles of how project products will be used by the partners after its conclusion (September 2015), an agreement on the intellectual property rights (IPR) was developed and finalised at the end of the project. It defines the ownership of the project products, the license and manner under which they will be available, the processes of modifying jointly developed parts of the Triple E outcomes in the future, the potential exploitation of the Triple E Guidelines, and the duration for which this agreement shall remain in effect (see Annex II).

III. Exploitation and valorisation strategy

1. Exploitation and valorisation within EBTN

An important aspect of sustainability is the way EBTN will be the setting up an Accreditation Structure to accredit FSS qualifications as Triple E Qualifications. On the basis of the project outcomes, EBTN has defined the implementation process and the involved actors, and also the composition, role and function of the EBTN "Triple E Committee". This is explained below.



Introduction

One of the main requirements for a sustainable Triple E Qualification Structure is that EBTN has supporting solutions and organisational provisions in place to implement the Triple E Guidelines.

Deliberations on these issues with the project partners, the EBTN Executive Committee, Board of Directors and General Assembly specifically focused on the following aspects:

- Organisational embedding of the Triple E Accreditation Structure in EBTN
- EBTN and the levelling of qualifications;
- EBTN and institutional accreditation (quality assurance confirmation);
- EBTN and European skills and qualifications anticipation.

The results of these deliberations are described below:

General principle of the EBTN Triple E Governance: subsidiarity

The Triple E accreditation bodies of EBTN should only deal with accreditation activities which are not covered by national competent bodies. Therefore EQF levelling, institutional accreditation, quality assurance certificates etc. of national or international authorities should always be accepted by EBTN. Only the missing Triple E characteristics should be checked by EBTN.

Pilot period till end 2016

There will be a pilot period till 31/12/2016. In this period EBTN will gain experience with the Triple E accreditation which will lead to the elaboration of a plan for a permanent Triple E accreditation structure and the finalization of its by-laws. For this pilot period the structure of the system is described below.

Organisational embedding of the Triple E Accreditation Structure in EBTN

Under the responsibility of the EBTN Board of Directors the *Triple E Committee* will give recommendations concerning the accreditation of a qualification as Triple E.

The Triple E Committee:

- The Triple E secretariat for the initial period is the EBTN general secretariat;
- The Committee consists of:
 - 2 independent members, reimbursement of costs and a fixed amount per application;
 - 1 representative of an EBTN Full Member, reimbursement of costs and a fixed amount per application. For the pilot period this person will come from the project partners to ensure deep knowledge of the Standard;
- Members are selected and appointed by the Board on the basis of the suitability of the candidates versus a job profile;
- Involvement of external experts and EBTN Members is foreseen; reimbursement of costs and a fixed amount per application;

EQF/NQF level

A Triple E qualification is benchmarked to the European Qualifications Framework through the allocation of a level of the National Qualifications Framework in the country where it is issued. Until otherwise decided by competent European Union bodies, in case of international qualifications, where the country of issue is different from the country of usage, the levelling should come from the National Qualifications Framework of the country of usage, in consultation with the issuing organization.

In case a National Qualifications Framework does not yet exist in the country of usage of the qualification, a Triple E qualification can be benchmarked to the European Qualifications Framework by a recommendation of EBTN.

The procedure of allocating an EQF level to a Triple E qualification by EBTN has the following characteristics.

- The EBTN recommendation for an EQF level is only valid for Triple E qualifications and can be provided only as part of the accreditation process for the Triple E standard. The recommended level is not an official, public level in a qualifications framework. This can be only allocated through national authorities;
- The recommendation of an EQF level by EBTN is open to all organizations applying for Triple E accreditation;
- Providing a recommendation of an EQF level by EBTN within a Triple E accreditation process is charged with a fee;
- Only qualifications which comply with the Triple E standard can get a recommendation of an EQF level by EBTN;

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- The recommendation of an EQF level by EBTN is vested in the Triple E Committee;
- The recommendation of an EQF level is performed with the application of the EQF FSS Translator and the EQF levelling methodology developed as deliverables of the European Project FIRST, completed by EBTN in 2011.

Institutional Accreditation (Confirmation of Quality Assurance)

In case an applicant for the Triple E standard for their qualification does not possess an institutional accreditation, it can apply for it to EBTN. The accreditation process and decision is vested in the Triple E Committee of EBTN.

This service of institutional accreditation by EBTN is focused on examining the quality assurance system of the applying organization and is open to all organizations who seek the Triple E standard for their qualifications. An organization seeking institutional accreditation by EBTN has to confirm three quality assurance provisions as a minimum. Firstly, that it has key quality assurance procedures in place. Secondly, in case it runs both training and certification activities, that it maintains Chinese walls between those two types of activities. Thirdly, that it can provide proof of sustainability of its operations.

European skills and qualifications anticipation

EBTN organises an annual Round Table on Sectoral Qualifications in the financial services sector in Europe. It promotes the Triple E standard of sectoral qualifications and is devoted to the anticipation of future skills and qualifications needs of the labour market of the sector. It is the intention to create a permanent body, with an institutional membership list, which each year offers a common platform of discussion for all sectoral stakeholders during an annual event. The round table may include an expert discussion and an open conference for sectoral audience. The proceedings of the round table are supported by a consolidated report from the Triple E System of Qualifications, which provides current information of Triple E qualifications.

The activities of the Round Table are supported by the Triple E Committee and the EBTN Secretariat under delegation from the EBTN Board of Directors.

The Triple E Standard offers a sustainable facility of anticipating future skills and qualifications needs of the European financial services sector.

2. Exploitation and valorisation towards external stakeholders

From the start of the project, EBTN and the project partners have undertaken various activities to involve, inform and get commitment from external stakeholders especially for the period after the project to implement the accreditation structure (see also Annex III).

The activities the Partnership undertook were/are:

- EBTN Regular Meetings
- EBTN Membership Meetings specially dedicated to Triple E

- Presentations to the Banking Committee for Social Affairs of the European Banking Federation
- Presentation to the European Social Dialogue - Financial Services
- Bilateral consultation with various National Coordination points for EQF in various countries
- Bilateral contacts with national and European Banking Federations and Unions
- Interim Dissemination Conference in September 2014
- Presentation at the World Conference of Banking Institutes, Seoul April 2015
- National Consultation Workshops in the partner countries
- Final Dissemination Conference in September 2015
- Social Media coverage
- Production of two promotional videos
- Production of one promotional brochure for the revised EFCB

The stakeholders addressed by these activities were/are:

- EBTN members which were not project partners
- Associate partners of the project (see annex IV)
- Social Partners at European (EBF, Uni Finance Europe, European Social Dialogue) and national level
- Policy-makers at national level
- National EQF/ECVET/EQAVET agencies
- Individual banks and financial services organisations
- European institutions
- Bank Training Institutes all over the world
- Banking Associations outside Europe
- European Educational Associations (EFPA, ETF)
- Universities

The main purpose of all these activities was/is to gain commitment for the Triple E Guidelines and Standard.

Ensuring acceptance of the Triple E model has been underlined as one of the success factors for the implementation of the standard. To that end EBTN has to communicate the standard through benefits rather than technical content. Also we will focus on the international aspect of the initiative; highlight the support provided by the model to workers' mobility and the related capacity for them to manage clients that move through countries.

European and national regulators can play an important role, if they recognize/ support the standard. EBTN will seek support of the social partners at national and European level.

Annex I
(see separately attached signed version)

“TRIPLE E” DECLARATION

I, the undersigned [.....],

representing [.....],

hereby declare that the

[institute]

will support and do its best to adopt the Triple E Standard of qualifications in its
VET-related activities.

Stamp and Signature,

.....

Annex II
(see separately attached signed version)

INTELLECTUAL PROPERTY RIGHTS AGREEMENT

This Agreement is made on _____ (DD/MMY/2015)

between

European Banking & Financial Services Training Association
56, Avenue des Arts
1000 Brussels (Belgium)

hereby referred to as the "Project Coordinator"

and

[name of the Triple E Partner]

hereby referred to as the "Project Partner".

1. Both parties have entered into the Project entitled "Financial Services Sector 'Triple E' qualifications" (hereinafter "the Project") according to the Proposal dated 31.03.2013, approved by the European Commission on 01.10.2013.
2.
 - 2.1 Both the Project Coordinator and the Project Partner wish to enter into this Agreement concerning their respective Intellectual Property Rights which arise as a consequence of the implementation of the Project. This Agreement defines the ownership of the two main products (see 2.2) of the Project, the license and manner under which they will be available, in the future and the potential exploitation..
 - 2.2. The two products of the Project (see 2.1) this IPR regards are;
 - the Triple E Standard, including the Guidelines (deliverables 7, 8, 9) and
 - the revised EFCB (deliverable 14).
3. Both Parties agree as follows:
 - 3.1 That all IPR in these two products shall remain with the Project Coordinator. The IPR for all other products remain with the Project Partners in total.
 - 3.2 Where any product, material, design or other work, the IPR of which is owned by the Project Coordinator, is further developed or materially altered as a consequence of the implementation of the Project, then all IPR in that altered

form shall be vested in and remain with the Project Coordinator. The Project Coordinator may agree a licence for the Project Partner to exploit that IPR.

3.3 Should any IPR arise under Condition 3.1, then the Project Coordinator shall be solely liable as owner for any cost, damage or action or loss, which might arise as a consequence of that ownership and shall indemnify the Project Partner accordingly.

3.4. The Project Partners is entitled to offer (commercial) consulting services vis-à-vis the Triple E Standard application and implementation to corporate clients and/or other interested stakeholders at national level.

3.5. To respect at all times the provision of the use of the results (including intellectual and industrial property rights) by the Agency and/or European Union as stated in the Grant Agreement n 2013-3442/001-001.

4. For the purposes of clarification, IPR shall include all patents, designs, copyright and any other category of Intellectual Property Rights capable of protection under Belgian Law.
5. This Agreement shall survive the implementation of the Project and shall not be terminated unless with the written consent of both parties i.e. EBTN and the undersigned full partner of the project.
6. Should there be any dispute arising under the agreement then either party may refer the matter to arbitration. A suitable arbitrator shall be agreed between the parties, failing such an agreement the court shall appoint an arbitrator. The decision of the arbitrator shall be binding on both parties.

Signed by an authorised
person on behalf of EBTN

Mr. Clemens Spoorenberg, *President*

Place/Date

Brussels,

Signed by an authorised
person on behalf of
[the Triple E Partner]

.....

Place/Date

.....

Financial Services Sector Triple “E” Qualifications/ Triple E
Project Number: 538975-LLP-1-2013-1-BE-LEONARDO-LMP

ANNEX III Triple E - National Exploitation and Sustainability Activities							
Organisation: EBTN		Partner: 1		Country: Belgium		Period: 01.10.2015 31.12.2015	

Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders (approx.)	Number of participants (approx.)	Number of persons reached (approx.)
Dissemination of the project results through website, emailing and social media (Twitter)	01.10.2015 – 31.12.2016	Inform various stakeholders about the results of the project	www.ebtn-association.eu @_EBTN @ebtn_triple_e	E	Results disseminated / audience informed	75	n/a	250
Distribution of the EFCB leaflet	01.10.2015 – 31.12.2015	General information about the project and the revised EFCB	- Digital via email - Hardcopies via regular mail - www.efcb.eu	E	Accredited institutes informed about changes and re-accreditation	20	n/a	100
European Skills Competences Qualifications and Occupations (ESCO) meeting – part of the Europe 2020 Strategy	19.10.2015	Participation in consultation	Brussels (Belgium)	E	Results disseminated / audience informed	25	tbc	100
EBTN Executive Committee Meeting	30.10.2015	Strategic discussion on implementation of Triple E and application process	The Hague (The Netherlands)	E	Implementation strategy + application procedure	5	5	50

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*Financial Services Sector Triple “E” Qualifications/ Triple E
Project Number: 538975-LLP-1-2013-1-BE-LEONARDO-LMP*

ECVET 2015 Annual Forum	05.11.2015	Presentation Triple E Standard and dissemination of project outcomes	Barcelona (Spain)	E	Results disseminated / Triple E Standard explained to audience	50	250	500
Union of International Associations 2015 Europe Round Table	13.11.2015	Presentation Triple E Standard and dissemination of project outcomes	Brussels (Belgium)	E	Results disseminated / Triple E Standard explained to audience	250	500	10.000
Institute of Financial Services Malta Annual Dinner	20.11.2015	Presentation Triple E Standard and dissemination of project outcomes	Saint Julian’s (Malta)	N	Results disseminated / Triple E Standard explained to audience	40	150	500
Cedefop Conference on the impact of globalisation on VET: challenges and opportunities.	26.11.2015	Presentation Triple E Standard and dissemination of project outcomes	Thessaloniki (Greece)	E	Results disseminated / Triple E Standard explained to audience	100	350	4000
Dutch Social Dialogue	27.11.2015	Presentation Triple E Standard and dissemination of project outcomes	Amsterdam (Netherlands)	N	Results disseminated / Triple E Standard explained to audience	10	10	1000

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European Banking Federation meeting	03.12.2015	Presentation Triple E Standard and dissemination of project outcomes	Brussels (Belgium)	E	Results disseminated / Triple E Standard explained to audience	1	5	100
EBTN Board Meeting	21.01.2016	Discussion of implementation Triple E Standard and qualifications	Rome (Italy)	E	Discussion on 2016 strategy for Triple E Qualifications	12	12	n/a
EBTN Membership Meeting	22.01.2016	Presentation Triple E Standard, dissemination of project outcomes, information about application	Rome (Italy)	E	Informing member bodies on implementation of Triple E and possibility to apply	25	25	n/a
Various informal ad hoc meetings with stakeholders	2016	Presentation Triple E Standard, dissemination of project outcomes, information about application	Europe	E	Various topics	10	25	100

* L=Local, N=National, E=EU, O=Outside EU

*Financial Services Sector Triple “E” Qualifications/ Triple E
Project Number: 538975-LLP-1-2013-1-BE-LEONARDO-LMP*

Triple E - National Exploitation and Sustainability Activities							
Organisation:	Warsaw Institute of Banking	Partner:	2	Country:	Poland	Period:	IX.2015- XII.2016

Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders	Number of participants (approx.)	Number of persons reached (approx.)
1. Promotional activities		To inform, promote, raise awareness						
1.1. Mailing to HR managers in Polish banks	October 2015	To inform about Triple E standard, encourage banks to use high quality qualifications for their employees	Poland	N	Stakeholders informed and aware	40		100
1.2. Publications in media: WIB website, professional portals, magazines	2015-2016 (constant work and periodical actions)	To inform about Triple E standard, encourage banks and also their employees to use high quality qualifications	Poland	N	Stakeholders and “end-users” informed and aware			WIB’s website users - about 55.000 visits a year
1.3. Meetings with key clients, banking executives, representatives of the Financial Services Authority, representatives of national agencies implementing National Qualifications System based on EQF	2015-mid 2016	To inform about Triple E standard, to promote it as a tool for raising quality and transparency of qualifications	Warsaw, Poland	N	Stakeholders informed and aware	20		20

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1.4. Presenting Triple E Standard during Cedefop International Conference on Global trends in VET	26-27 Nov. 2015	To promote Triple E Standard on an international level as an effective tool for more transparency, quality and mobility of professional qualifications	Thesaloniki, Greece	E	Interest in Triple E by international stakeholders, new possibilities of further cooperation, including sectoral cooperation	200		200
2. Triple E Standard implementation		To use the Triple E Standard for existing and new qualifications						
2.1. Reviewing WIB's qualifications through the Triple E standard requirements	Until mid 2016	To raise the quality of WIB's qualifications	Poland	N	3 qualifications compliant with Triple E Standard			
2.2. Adjusting EFCB offered in Poland to the new EFCB requirements in accordance with the Triple E standard _	2016 (depending on the timetable agreed by EBTN)	To offer EFCB as the Triple E Qualification to Polish bankers	Poland	N	The Triple E EFCB offered in Poland			
2.3. Introducing the Triple E standard on the platform of System of Standard Qualification in Polish Banking	2015	To inform about the possibilities and benefits of applying for the Triple E standard	Poland	N	Recognition of the Triple E standard as an accepted quality assurance standard for sectoral qualifications	20		50

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3. Supporting EBTN’s activities towards Triple E implementation (as a member and a member of executive committee of EBTN)	2015-2016	To enhance the effectiveness of EBTN’s activities	Europe	E	10 qualifications with the Triple E standard awarded			
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*Financial Services Sector Triple “E” Qualifications/ Triple E
Project Number: 538975-LLP-1-2013-1-BE-LEONARDO-LMP*

ANNEX III		Triple E		National Exploitation and Sustainability Activities			
Organisation:	Hellenic Banking Institute of the Hellenic Bank Association (HBA)	Partner:	3	Country:	Greece	Period:	Oct. 2015- Dec. 2016

Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders	Number of participants (approx.)	Number of persons reached (approx.)
Dissemination of the project results through website	From 01.10.2015	Raise awareness and inform various stakeholders about the Triple E standard	www.hba.gr/eti	N	Results Disseminated / audience informed	n.a.	n.a.	n.a.
e-mailing EFCB leaflet and Triple E booklet translated in Greek	30.10.2015	Raise awareness and inform various stakeholders about Triple E standard	via e-mail @hba.gr	N	Results Disseminated / audience informed	5	50	50
Informal meetings and discussion about the Triple E standard	2016	Raise awareness and inform various stakeholders about Triple E standard	HBI or stakeholders' premises (Athens - Greece)	L	Results Disseminated / audience informed	6	12	12
Launch revised EFCB training program	2016	Provide Triple E accredited training	HBI or clients' premises (Athens- Greece)	L	Exploitation and sustainability	n.a.	n.a.	n.a.

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*Financial Services Sector Triple “E” Qualifications/ Triple E
Project Number: 538975-LLP-1-2013-1-BE-LEONARDO-LMP*

Triple E - National Exploitation and Sustainability Activities

Organisation:	Romanian Banking Institute	Partner:	4	Country:	Romania	Period:	01.10.2015 – 31.12.2016
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Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders	Number of participants (approx.)	Number of persons reached (approx.)
Dissemination of the project results through website, facebook and LinkedIn RBI.	01.10.2015 – 31.12.2016	Inform about the results of the Project	internet	N	Results disseminated	approx. 20	n.a.	150
Distribution of the EFCB leaflet and final brochure	01.10.2015 – 31.12.2016	General information about the project and EFCB	RBI headquarter and Regional network	N	People informed	50	1000	1000
Distribution of the electronic newsletter about the outcomes of the Project	01.10.2015 – 31.12.2016	General information about the project	internet	N	People informed	5000	5000	5000
Informal meetings and discussions about the Project	2016	Inform on results of the Project	Bucharest	L	Knowledgeable beneficiaries	10	20	20
Publishing of online articles on HR and Career Magazine	2016	Promote and raise awareness to the project contents and developments	internet	N	People informed	1000	7000	6000

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*Financial Services Sector Triple “E” Qualifications/ Triple E
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ANNEX III Triple E - National Exploitation and Sustainability Activities							
Organisation:	Chartered Banker Institute	Partner: 5		Country:	UK	Period:	2014-2015

Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders	Number of participants (approx.)	Number of persons reached (approx.)
Initial Triple E survey	04/02/2014	Identify good European practices in FSS education and collect ideas for future Triple E Guidelines	Edinburgh & e-mail to non-attendees	N	Positive number of responses in relation to those given survey	12	24	40 (survey sent to)
Triple E National Consultation Workshop	07/05/2015	Receive feedback on the Triple E standards and the revised EFCB	Edinburgh & e-mail to non-attendees	N	A range of varied feedback on the progress of TripleE	10	13	20
Triple E National Info Day	30/09/2015	To report on all aspects of the Triple E project	Edinburgh & e-mail to non-attendees	N	A range of varied feedback on the progress of TripleE	10	12	12
Triple E National Info Day	26/11/2015	To report on all aspects of the Triple E project	Edinburgh & e-mail to non-attendees	N	TBC			
Institute Council Meeting	17/12/2015	To report on all aspects of the Triple E project	Edinburgh & e-mail to non-attendees	N	TBC			
Consideration to be given to applying for Triple E status awards	2016	To gain Triple E accreditation		E	TBC			

Triple E - National Exploitation and Sustainability Activities

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*Financial Services Sector Triple “E” Qualifications/ Triple E
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ABISERVIZI SpA – ABIFORMAZIONE – ITALY
Partner N.6
Period: 2013 – 2016

Activities	Date	Aims	Place	Level	Results	Number of stakeholders	Number of participants	Number of persons reached
National infoday	28/09/2015	Inform, engage and exploit on Triple E	Rome	National	Interest of the participants in the project	14 (banks, training providers, associations, universities, national agency, internal colleagues, Interprofessional fund etc)	33	33
Consultation Workshop	08/05/2015	Inform, engage and exploit on Triple E	Rome	National	Interest of the participants in the project	3 (banks, consultants, internal colleagues)	18	18
Dedicated meetings	04/08/2015 14/05/2015 18/02/2014	Inform, engage and exploit on Triple E	Rome	National	Interest in the project and cooperation	1 (university) LUMSA (associate partner)	2	2
Dedicated meetings	15/05/2015 13/12/2013	Inform, engage and exploit on Triple E	Rome	National	Interest in the project and cooperation	1 (university) Unimarconi (associate partner)	2	2

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*Financial Services Sector Triple “E” Qualifications/ Triple E
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Awareness campaign and information, through a dedicated leaflet (Banking and Financial Diploma Cerimony)	12/6/2015	Inform, engage and exploit on Triple E	Rome	National	Interest in the project	15 client banks (out of which 2 big international banks)	Around 500	Around 500
Awareness campaigns trough website	24/09/2015	Inform, engage and exploit on Triple E	virtual	National	Share of info on the project	Uncountable	/	Uncountable
Awareness campaigns trough a newsletter/email	17/08/2015	Inform, engage and exploit on Triple E	virtual	National	Share of info on the project	Uncountable	/	More than 7000
Awareness campaigns trough newsletter/email + invitation to infoday	10/9/2015 18/09/2015	Inform, engage and exploit on Triple E	virtual	National	Share of info on the project; participation at the national infoday;	Uncountable	/	More than 7000
Awareness campaigns trough newsletter/email	November 2015	Inform, engage and exploit on Triple E	Virtual	National	Sustainability & Exploitation	Uncountable	/	More than 7000
Awareness campaigns trough newsletter/email	Q1-Q2-Q3-Q4-2016	Inform, engage and exploit on Triple E	Virtual	National	Sustainability & Exploitation	Uncountable	/	More than 7000

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*Financial Services Sector Triple “E” Qualifications/ Triple E
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ANNEX III Triple E - National Exploitation and Sustainability Activities							
Organisation:	IBE NBS,n.o.	Partner:	P9	Country:	SK	Period:	2015

Activities	Date(s)	Aim(s)	Place	Level*	Results	Number of stakeholders	Number of participants (approx.)	Number of persons reached (approx.)
Informing the HR Department of the National Bank of Slovakia and other banks about the Final Conference	2.9.2015 18.9.2015	To inform about the final conference in Brussels	Via emails	N	2 banks reacted and wanted to take part in the final conference	25	25	25
Discussion with representative of VUB bank	23.9.2015	The objective of the meeting was to find similarities with regards quality assurance in E & T provided by IBE NBS and VUB banka.	Institute of Banking Education NBS, n.o.	L	Mr Baca took part at the final conference as a speaker in the roundtable discussion and asked the Institute to inform VUB about the Accreditation structure of Triple E.	1	2	10
Discussion with the Governing Board members about the Triple E project	31.3.2015	To present and inform the GB Members about the Intellectual Outputs of the project	National Bank of Slovakia	N	The GB acknowledged the project’s state of art and encouraged the Institute to take part in similar projects in the future	1	6	6

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LIST OF ASSOCIATE PARTNERS

Nr	Name of organisation	Type of institution	City	Country
1	Institute of Financial Services	Vet Provider	Pieta	Malta
2	The Institute of Bankers in Ireland	Vet Provider	Dublin	Ireland
3	NIBE-SVV	Vet Provider	Amsterdam	Netherlands
4	The Bank Association of Slovenia	Employer Association	Ljubljana	Slovenia
5	International Banking Institute	Vet Provider	Sofia	Bulgaria
6	Febelfin Academy	Vet Provider	Brussels	Belgium
7	Association of Serbian Banks	Employer Association	Belgrade	Serbia
8	Institut d’Estudis Financers	Vet Provider	Barcelona	Spain
9	Educational Research Institute	Public Authority	Warsaw	Poland
10	Institute for Training and Consulting in Banking	Vet Provider	Budapest	Hungary
11	Università degli Studi Guglielmo Marconi	Higher Education Institution	Rome	Italy
12	Lumsa University	Higher Education Institute	Rome	Italy
13	IFB – The Portuguese Bank Training Institute	Vet Provider	Lisbon	Portugal
14	Belgian Bankers Academy	VET Provider	Brussels	Belgium
15	International Banking Institute	Vet Provider	St. Petersburg	Russia