

EXPLOITATION and SUSTAINABILITY STRATEGY REPORT

LEO quali-TC

LEarning Outcome-oriented quality mobility placements to gain transparency and recognition of qualifications within the Tourism and Catering field

Lifelong Learning Programme - Leonardo da Vinci Transfer of Innovation
Agreement No. 2013-1-IT1-LEO05-04022

This document has been written for the Leonardo Transfer of Innovation project “*LEO quali-TC: Learning outcome oriented quality mobility placements to gain transparency and recognition of qualifications within the Tourism and Catering field*”, funded with the financial support of the Lifelong Learning Programme of the European Commission. It presents the exploitation and sustainability strategy for the project, including the individual national exploitation strategies for IT, AT, ES, DE and BG.

The exploitation strategy contains the concrete planned activities of all project partners to reach a sustainable use of the project outputs in all partner countries and beyond. This exploitation and sustainability strategy aims to:

- Optimize the value of the project;
- Improve the sustainability of results;
- Strengthen the impact of the project;
- Transfer results;
- Enhance the impact and visibility of the project.

What is Exploitation?

“Exploitation” is considered as “making use of and deriving benefit from (a resource)”. The Commission divides exploitation measures into two distinct categories: mainstreaming and multiplication. Mainstreaming is the “planned process of transferring the successful results of projects and programmes to appropriate decision-makers in regulated local, regional, national and European systems”. Multiplication on the other hand is “the planned process of convincing individual end-users to adopt and/or apply the results of the programmes and initiatives”.¹

The results of projects funded through EU programmes and initiatives need to achieve maximum impact: they should radiate as widely as possible so that the valuable lessons and experience gained by one group can benefit others. Moreover, what is learnt from a project should inform future policy. All this can happen only if connections are made between the organizers of the project and the wider community.

The key means of connecting with a target audience is the process of dissemination and exploitation. Full exploitation can happen only when it becomes possible to transfer what has been learnt into new policies and improved practices. Furthermore, the project team and all the key actors need to view exploitation as a process that reaches beyond the life of the project so that its results are sustained.

¹ http://ec.europa.eu/youth/documents/deor-strategy_en.pdf

Two key aspects to successful exploitation of project results are:

- Producing relevant results of good quality to satisfy the demands of providers, policy-makers and ultimately society more generally;
- Ensuring that results reach the right target audiences in a format and at a time, that provides greatest benefit.²

Exploitation seeks to make the “others” use the project results at various levels, during and after the implementation of the project. It aims at the appropriation of the product by its end-users through promotion measures that will enhance the product advantages.

Exploitation is closely related to the sustainability of the project; since its activities should ensure that its results are used by the target groups and possibly are transferred to other contexts. The main strategy is to involve the stakeholders, key-persons; end-users in the exploitation activities in order to them experiment and incorporate the products in their professional activities.³

What is Sustainability and Exploitation?

Just because a project is completed does not mean its results disappear. It is important to keep them visible and available, especially through websites. A project can be considered as sustainable if its outcomes continue after the end of EU funding.

Sustainability may not concern all the aspects of a project. In each project some activities or results may be maintained, while others may not be possible or necessary to maintain. Sustainability means that crucial activities and results of the project are maintained and continue to deliver benefits to the target group, structure, sector or system after the end of the EU funding. Ideally, the sustainability of a project should also generate impact, meaning direct or indirect long-term effects on actors, structures, sectors or systems beyond the original project environment. Factors that support and favour sustainability, and even impact, are the following:

Project level factors:

- Quality of project design meeting the needs of target group/s and/or sector/s;
- Involvement of partners: sense of ownership and motivation;
- Effective management and leadership;
- Active participation of the target group/s and/or sector/s;

² E.N.T.E.R. http://t-est.eu/images/t-est/wp03_n12/wp03_n12_Dissemination-Strategy.pdf

³ Handbook for Dissemination, Exploitation and Sustainability of Educational Projects
http://www.aidlearn.com/eng//uploads//DiVa%20Handbook%20_%20FINAL.pdf

- Capacity for securing adequate resources for continuation.

Context level factors:

- Institutional support;
- Public authority and political support;
- Socio-economic support.⁴

LEO quali-TC partners are committed to produce high quality project results and all partners are involved in the development of results/outputs from the beginning of the project. Target groups and sectors are also involved into the process through dissemination, exploitation and awareness raising activities.

Furthermore, in order to ensure the sustainability of LEO quali-TC project, partners have been cooperating with local and national policy-makers, chambers of commerce, trade unions, training providers and VET Schools to gain support and ensure exploitation of results. They are also committed to mobilize appropriate networks to increase project outcomes' visibility; the partners will also implement at least one target group dissemination event in their own country.

To further these sustainability efforts some advisable strategies can be listed as follows:

- Continued dissemination of results;
- Be open to new partnerships and new projects;
- Build a local network for each partner country with public and private actors;
- Continue and promote the implementation of ECVET in the tourism and catering fields.
- Continue and extend the use of the LEO quali-TC ECVET Model and ECVET tools and instruments and foster their use in the mobility projects;
- Identify efficient strategies to maintain activities on a national level.⁵

Identifying Our Users

Those who could potentially derive benefit from project results come in all shapes and sizes. Potential users will have their own interests and needs, and it is important to explore their characteristics when producing dissemination and exploitation plans.

⁴www.oead.at/fileadmin/III/dateien/lebenslanges_lernen_pdf_word_xls/leonardo/innovationstransfer/2010/sustainability_check_list_for_project_coordinators.pdf

⁵ http://www.programkontoret.se/Global/program/QaS/Dokument/Sustainability_kit.pdf

LEO quali-TC project focuses on the following main target groups:

1. VET schools and organizations;
2. Company mentors;
3. Experts in the field of Mobility and evaluation, certification, transfer and validation of learning outcomes achieved abroad (ECVET implementation).

The final beneficiaries on the long-term perspective of all activities and outcomes are Technical and VET schools in the fields of tourism and catering, chambers of commerce, policy makers, training centers, organization working in the field of Mobility and hosting companies. Stakeholders can be found in the following sectors and areas:

- Tourism and catering;
- Trade Unions;
- Competent body for the assessment of competences;
- Entrepreneurial Associations.

As part of LEO quali-TC Project WP4-Exploitation, partners from Italy, Austria, Spain, Germany and Bulgaria have already identified users (stakeholders) of the project results. The exploitation and sustainability activities of the project will be carried out to reach and work together with these stakeholders.

Impact evaluation and feedback to the exploitation strategy

As a part of exploitation work package an impact evaluation feedback will be collected. This impact evaluation will present detailed information on partners' dissemination, exploitation and sustainability activities. Since a good dissemination strategy is the basis for successful exploitation of results and both dissemination and exploitation are closely related and dependent upon each other "the impact evaluation" will cover both aspects.

EXPLOITATION and SUSTAINABILITY STRATEGY for EACH PARTNER COUNTRY

This section covers the individual exploitation and sustainability plans of the partners. It contains a short description of the partner and its interest, as well as the opportunities the partner sees for exploiting results developed within LEO quali-TC Project.

PO – IPSSAR “SAFFI” (ITALY)

Opened in 1952, IPSSAR “Saffi”, was the first tourism and catering school to be opened up in Italy and although others have opened up since then, it retains its prestigious name and has proved its ability to train professionals to a very high level whether in tourism or in catering services. Always in touch with the working world through training courses and internships organised by the school with the support of hotel chains and restaurant services, all of which are selectively chosen.

IPSSAR “Saffi” is even more a European VET School, able to meet the standards required by the students on a national or international level. A school that appreciates its tradition but always open to innovations thanks to the highly qualified personnel and to the presence of highly equipped laboratories and ever advancing technology.

Target Groups/Stakeholders	inform-consult-involve or other possible participation methods during the project	exploitation & sustainability actions after the project ends	Evaluation Benchmarks
<p>GROUP A – High importance – low influence stakeholders</p> <ul style="list-style-type: none"> • Key decision makers • National Agency for Vocational Education and Training • Regione Toscana • Other Italian Regional Authorities (i.e. Regione Emilia Romagna, Regione Marche, Regione Molise) 	<p>Keep them informed and to collect their feedback regarding the ECVET Model for Tourism and Catering and the other product developed in Italy</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>It's important to keep the official decision makers informed about ECVET regularly</p> <p>TO keep them involved in the evaluation procedures for learners who have an experience on WBL.</p>	<p>No. 650 of people reached by newsletters, e-mails, flyers</p> <p>No. 60 people reached by meetings, workshops, trainings, etc.</p> <p>No. 85 of new connections made</p> <p>No. 65 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP A – High importance – Employers</p>	<p>Keep them informed and to consult them and ask for their opinion and</p>	<p>Mentors in receiving companies play a strategic role in the</p>	<p>No. 350 of people reached by newsletters,</p>

<p>(company involved in the blended learning and in the dissemination events)</p> <p>Name of the companies:</p> <ul style="list-style-type: none"> • Hotel Londra • Hotel Savoy • Grand Hotel Minerva • Ristorante La Prova del Nove • Ristorante Piazza del Vino • Grand Hotel Mediterraneo • Hotel Michelangelo • Hotel Croce di Malta • Hotel Brunelleschi • Hotel Leonardo da Vinci • Hotel Il Giglio Rosso • Four Season Hotel • Grand Hotel Baglioni • Grand Hotel Cavour • Hotel Principe • Grand Hotel Il Saalviatino • Borghese Palace Art Hotel 	<p>advice as much as possible.</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>process of organizing, carrying out and evaluating mobility experiences; therefore they are to be seen as key for quality assurance.</p> <p>Therefore, it's very important that they understand and apply the mentioned instruments for transparency and recognition of the learners' competences.</p> <p>To reach this aim, Mentors need to become familiar with the following topics:</p> <ul style="list-style-type: none"> - Transparency and trust in different national VET-systems; - Competent application of European instruments for transparency (EQF, ECVET); - Implementation of valid learning outcomes in mobilities. 	<p>e-mails, flyers</p> <p>No. 220 people reached by meetings, workshops, trainings, etc.</p> <p>No. 150 of new connections made</p> <p>No. 200 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
--	---	--	--

<ul style="list-style-type: none"> • Hotel Rivoli • Relais Santa Croce Hotel • Gallery Hotel Art 			
<p>GROUP A – High importance – Local authorities:</p> <ul style="list-style-type: none"> • Regione Toscana • Regione Emilia Romagna • Regione Marche • Regione Molise • Provincia di Firenze • Provincia di Lucca • Provincia di Siena • Provincia di Prato • Provincia di Pisa • Provincia di Arezzo • Provincia di Ancona • Provincia di Campobasso 	<p>Keep them informed and to collect their feedback newsletters</p> <ul style="list-style-type: none"> • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>As local/regional Authorities and ESF Managing Authorities, they support the sound management of Operational Programmes and draws up vocational training standards.</p> <p>The Departments for Training, Work and Guidance specifically manage the ESF with regard to calls for vocational training actions, the system of accreditation of training providers, the regional e-learning system and the regional directory of professional profiles.</p> <p>The Regions, in particular, are implementing the Repertories of vocational and training qualifications, involving trade unions and</p>	<p>No. 450 of people reached by newsletters, e-mails, flyers</p> <p>No. 150 people reached by meetings, workshops, trainings, etc.</p> <p>No. 200 of new connections made</p> <p>No. 150 of direct target groups reached</p> <p>No. of 2 articles & news published, etc.</p>

		<p>employers organisations. The Repertories adopt an approach which is coherent with the LO one. In other words, the vocational standards profiles are described in terms of competences, as the minimum training standards to ensure the achievement of the competences necessary for the vocational standards adopted.</p> <p>More in dept, the Departments for Training, Work and Guidance of the Regions hold responsibility - in accordance with the objectives set by the central and local government.</p>	
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET Trainers</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website 	<p>They provide education and vocational training services for young and adults with public financing or by orders from the public Administration, businesses, agencies,</p>	<p>No. 380 of people reached by newsletters, e-mails, flyers</p> <p>No. 180 people reached by meetings, workshops, trainings, etc.</p>

	<ul style="list-style-type: none"> • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>associations or private individuals, with the final mission to allow participants to enter or re-enter in the labour market.</p> <p>They usually have a solid network in the local territory, working closely with the most relevant public and private stakeholders in the field of vocational education and training, creating a synergic network in order to link the vocational education offer with labour market needs.</p>	<p>No. 160 of new connections made</p> <p>No. 180 of direct target groups reached</p> <p>No. 2 of articles& news published, etc.</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET and technical schools:</p> <ul style="list-style-type: none"> • IPSSEOA “Buontalenti” – Firenze • I.T.T. “Marco Polo” – Firenze • I.S.I.S. “Leonardo da Vinci” – Firenze • I.I.S. “Vasari” – Figline 	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis. LEO quali-ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail 	<p>They are VET providers which offer long lasting and full time training programmes in Tourism and Catering. They are the main stakeholders in the ECVET level; they contribute with their training programmes, competences and learning outcomes</p>	<p>No. 2000 of people reached by newsletters, e-mails, flyers</p> <p>No. 300 people reached by meetings, workshops, trainings, etc.</p> <p>No. 600 of new connections made</p>

<p>Valdarno (FI)</p> <ul style="list-style-type: none"> • IPSSAR “Matteotti” – Pisa • I.I.S “Datini” – Prato • I.I.S “Gramsci-Keynes” – Prato • I.S.I.S. “Enriques” – Catelfiorentino (FI) • I.I.S. “Artusi” – Chianciano Terme (SI) • I.I.S. “Caselli” – Siena • Istituto Tecnico “Bandini” – Siena • I.I.S. “San Giovanni Bosco” – Colle Val d’Elsa (SI) • I.I.S. “Roncalli” – Poggibonsi (SI) • IPSSAR “Federico di Svevia” – Termoli (CB) • I.I.S. “Pilla” – Campobasso • IPSSAR “Matese” – Vinchiaturro (CB) 	<ul style="list-style-type: none"> • Posters and flyers 	<p>definitions. They may test the feasibility of the processes of comparability and transferability of the LEO quali-TC ECVET Model on their mobility programmes within the framework of the Erasmus+ Programmes and other mobility programmes.</p>	<p>No. 2000 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP C – Low importance – low influence stakeholders</p> <p>Head of faculties / Managers of educational/training organisations:</p> <ul style="list-style-type: none"> • University of Florence – 	<p>Keep them informed</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e- 	<p>They are Managers and responsible of VET organizations and higher Education Institutions which offer long lasting and full time training</p>	<p>No. 50 of people reached by newsletters, e-mails, flyers</p> <p>No. 50 people reached by</p>

<p>Faculty of Tourism Management</p> <ul style="list-style-type: none"> • University of Siena – Faculty of Tourism Management • IPSEEOA “Buontalenti” – Firenze • I.T.T. “Marco Polo” – Firenze • I.S.I.S. “Leonardo da Vinci” – Firenze • I.I.S. “Vasari” – Figline Valdarno (FI) • IPSSAR “Matteotti” – Pisa • I.I.S “Datini” – Prato • I.I.S “Gramsci-Keynes” – Prato • I.S.I.S. “Enriques” – Catelfiorentino (FI) • I.I.S. “Artusi” – Chianciano Terme (SI) • I.I.S. “Caselli” – Siena • Istituto Tecnico “Bandini” – Siena • I.I.S. “San Giovanni Bosco” – Colle Val d’Elsa (SI) • I.I.S. “Roncalli” – Poggibonsi (SI) 	<p>mail</p> <ul style="list-style-type: none"> • Posters and flyers 	<p>programmes in Tourism and Catering. They may test the feasibility of the processes of comparability and transferability of the LEO quali-TC ECVET Model on their mobility programmes within the framework of the Erasmus+ Programmes and other mobility programmes.</p>	<p>meetings, workshops, trainings, etc.</p> <p>No. 30 of new connections made</p> <p>No. 50 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
---	--	--	---

<ul style="list-style-type: none"> • IPSSAR “Federico di Svevia” – Termoli (CB) • I.I.S. “Pilla” – Campobasso <p>IPSSAR “Matese” – Vinchiaturò (CB)</p>			
---	--	--	--

P2 - BFI Steiermark (AUSTRIA)

The Berufsförderungsinstitut Steiermark is amongst the leading VET training institutions in Austria. It was founded and is owned by the Austrian Federation of Trade Unions (Österreichischer Gewerkschaftsbund) and the Chamber of Labour (Arbeiterkammer). Bfi Steiermark has been known in the field of education and training for over 50 years and is registered as an association, whose activities are non-profit oriented.

The main activities of Bfi Steiermark lie primarily in the planning and implementation of VET courses and learning events within the field of vocational training and adult education. In addition to the main field of vocational training and adult education, Bfi Steiermark has high competence in active labour market policy measures such as workforce providers, vocational placement organisations, socio-economic organisations, self-help projects in the employment policy, as well as in services in the consulting sector (IT, training, education and quality management).

Target Groups/Stakeholders	inform-consult-involve or other possible participation methods during the project	exploitation & sustainability actions after the project ends	Evaluation Benchmarks
<p>GROUP A – High importance – low influence stakeholders</p> <p>Key decision makers</p> <ul style="list-style-type: none"> • Federal Ministry of Labour and Social Affairs • Arbeitsmarktservice Steiermark • Austrian Trade Union 	<p>Keep them informed and to collect their feedback regarding the Handbook and the other product developed (in put your country)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates 	<p>It’s important to keep the official decision makers informed about ECVET regularly.</p>	<p>No. 200 people reached by newsletters, e-mails, flyers</p> <p>No. 350 people reached by meetings, workshops, trainings, etc.</p> <p>No. 500 of new</p>

<p>Federation</p> <ul style="list-style-type: none"> • Austrian Chamber of Labour • Austrian Chamber of Commerce • National Agency • Landesschulrat Steiermark 	<p>of the process by e-mail</p> <ul style="list-style-type: none"> • Posters and flyers 		<p>connections made</p> <p>No. 700 of direct target groups reached</p> <p>No. 2 articles & news published, etc.</p>
<p>GROUP A – High importance – Employers</p> <p>(company involved in the blended learning and in the dissemination events)</p> <p>Name of the companies:</p> <ul style="list-style-type: none"> • Rogner Bad Blumau • Thermenhof Bad Waltersdorf • Thermenhof Paierl, Bad Waltersdorf • JUFA Fürstenfeld • Tourismusverband Thermenland • Retzhof, Leitring • Falkensteiner, Bad Waltersdorf • Falkensteiner, 	<p>Keep them informed and to consult them and ask for their opinion and advice as much as possible.</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, 	<p>For us it's very important to keep in touch with employers, not only for our daily work within apprentices and young people who have to get trained at these companies. Also for reasons of development for the companies it's quite important to focus on international exchanges and mobilities.</p>	<p>No. 800 of people reached by newsletters, e-mails, flyers</p> <p>No. 25 people reached by meetings, workshops, trainings, etc.</p> <p>No. 20 of new connections made</p> <p>No. 100 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>

<p>Stegersbach</p> <ul style="list-style-type: none"> • Wilfling, Söchau • Hubertushof, Söchau • Oststeirischerhof, Söchau • Therme Loipersdorf • H2O Therme Sebersdorf • Therme Bad Gleichenberg • Gästehaus Andante, Stein • Gasthaus Haberl und Fink, Ottendorf 	<ul style="list-style-type: none"> • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 		
<p>GROUP A – High importance –</p> <p>Local authorities:</p> <ul style="list-style-type: none"> • Arbeitsmarktservice Fürstenfeld • Arbeiterkammer Fürstenfeld • Tourismusverband Steirisches Thermenland 	<p>Keep them informed and to collect their feedback newsletters</p> <ul style="list-style-type: none"> • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>The local social and touristic authorities will be updated regularly within information about ECVET also in future.</p>	<p>No. 300 of people reached by newsletters, e-mails, flyers</p> <p>No. 12 people reached by meetings, workshops, trainings, etc.</p> <p>No. 20 of new connections made</p> <p>No. 25 of direct target groups reached</p> <p>No. 1 of articles & news published</p>
<p>GROUP B – High importance –</p>	<p>Keep them informed and</p>	<p>Bfi Steiermark</p>	<p>No. 80 people</p>

<p>high influence stakeholders</p> <p>VET Trainers:</p> <ul style="list-style-type: none"> • Birgit Schlosser • Karin Wiedner • Claudia Their • Mario Brunner • Herbert Pasemann • Irene Deutsch • Ernestine Kratzer • Elisabeth Masser • Ljubo Vuljo • Andrea Schmidt • Nicola Visjager • Martin Langmann • Dieter Prasch • Claudia Taylor • Peter Rieberer • Wolfgang Forjan • Rupert Schneider 	<p>to consult them and collect their feedback (involvement in research, need analysis, LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>disposes of a huge number of teachers and trainers in tourism and catering. We are also collaborating with teachers of the tourism schools. We will spread information about ECVET amongst our trainers also after the end of the project.</p>	<p>reached by newsletters, e-mails, flyers</p> <p>No. 12 people reached by meetings, workshops, trainings, etc.</p> <p>No. 15 of direct target groups reached</p> <p>No. 1 articles & news published, etc.</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET and technical schools</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis. LEO quali-</p>	<p>Information also after the end of the project to keep up to date within the recent</p>	<p>No. 40 of people reached by newsletters, e-mails, flyers</p>

<ul style="list-style-type: none"> • Tourism School Bad Gleichenberg • Apprenticeship School for Tourism in Bad Gleichenberg • Tourismusschule Semmering • Tourismusschule Kleßheim 	<p>TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>developments in ECVET. For pupils and students in the field of tourism and catering, it's a great chance to spend some time abroad, to learn competences abroad and to make experiences abroad. It's not only a chance, it's a must! We keep a close contact to the tourism schools in Austria which are in general very interested in mobility programmes for their pupils.</p>	<p>No. 35 people reached by meetings, workshops, trainings, etc.</p> <p>No. 10 of new connections made</p> <p>No. 35 of direct target groups reached</p> <p>No. 1 of articles & news published,</p>
<p>GROUP C– Low importance – low influence stakeholders</p> <p>Head of faculties / Managers of educational/training organisations:</p> <ul style="list-style-type: none"> • Tourismusschools Bad Gleichenberg • Apprenticeship school for Tourism, Bad Gleichenberg • Therme Bad Waltersdorf • Rogner Bad Blumau 	<p>Keep them informed</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>Information also after the end of the project to keep up to date within the recent developments in ECVET.</p>	<p>No. 120 of people reached by newsletters, e-mails, flyers</p> <p>No. 20 people reached by meetings, workshops, training, etc.</p> <p>No. 35 of new connections made</p> <p>No. 45 of direct target groups</p>

			reached No. 1 of articles & news published, etc.
--	--	--	---

P3-IHK-Projektgesellschaft

IHK-Projektgesellschaft is the IHK VET Centre for national and international enterprises, institutions as well as individuals. Their key competences are to: support domestic industry and competitiveness of their customers; keep skilled workers and qualify employees in the process of lifelong learning, career management and advice.

As a subsidiary centre of the Chamber of Commerce and Industry of East Brandenburg IHK-Projektgesellschaft acts as a service provider and cooperation partner for CCI, Chambers of Crafts, Ministries and other institutions who are promoting economic development. Next to this it is also initiator, moderator and active partner of networks at regional, national and European level. By coordinating national & EU Projects IHK-Projektgesellschaft focus on vocational education and training, HR development to keep skilled workers in the region, entrepreneurship, international market and organisational development.

Target Groups/Stakeholders	inform-consult-involve or other possible participation methods during the project	exploitation & sustainability actions after the project ends	Evaluation Benchmarks
<p>GROUP A – High importance – low influence stakeholders</p> <p>Key decision makers</p> <ul style="list-style-type: none"> Federal <i>Ministry of Education</i> and Research Germany National Agency for Vocational Education and Training European Chambers (connected in Brussels) 	<p>Keep them informed and to collect their feedback regarding the Handbook and the other product developed (in put your country)</p> <ul style="list-style-type: none"> Newsletters Website Multiplier events with the NA Networking in 	<p>IHK will work together with the NA and the Ministry in different VET-Networks (ECVET Experts, Mobility Coach, ...) also after the project end. ECVET, Validation, Recognition of learning outcomes has a high priority in this network activities.</p>	<p>No. 200 people reached by newsletters, e-mails, flyers.</p> <p>No. 150 people reached by meetings, workshops, trainings.</p>

	<p>ECVET Expert group and Mobility Coach organized in the NA</p> <ul style="list-style-type: none"> • Leaflets, posters and flyers • Adam database / NA-dissemination platform 	<p>The products from LEO quali-TC are very good practice for the German ECVET network activities coordinated by the German NA.</p>	
<p>GROUP A – High importance – Employers (company involved in the blended learning and in the dissemination event)</p> <ul style="list-style-type: none"> • Hotel zur Alten Oder Frankfurt (Oder) • IHK Potsdam • Hotel Esplanade Resort & Spa Bad Saarow • Stadtverwaltung Resort Tourismus Frankfurt (Oder) • Bad Saarow – Gastronomiegesellschaft • Sport-und Bildungszentrum Lindow • Hawle Guss GmbH • Firma HESCO • AfbB Dresden 	<p>Keep them informed and to consult them and ask for their opinion and advice as much as possible.</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project 	<p>IHKPG works as service provider for the training companies. For these companies we are offering mobility services for their employees (IVET students). Qualified learning outcomes with the Instruments ECVET are our main priority. We support the companies by using the ECVET tools (also from LEO quali-TC) and promote the idea of recognized learning outcomes in mobility. It's one of our strategic goals in the IHK-Projektgesellschaft.</p>	<p>No. 150 people reached by newsletters, e-mails, flyers.</p> <p>No. 80 people reached by meetings, workshops, trainings, etc.</p> <p>No. 250 of direct target groups reached.</p>

<ul style="list-style-type: none"> • Haus am Spreebogen • HWK Berlin • E. dis AG • Apart Hotel Victoria am See • Ferienpark Scharmützelsee • Hotel Kurfürstenstift 	<p>advisory board</p> <ul style="list-style-type: none"> • Organize regular meetings to give an update on the process and ask for opinions and suggestions 		
<p>GROUP A – High importance – Local authorities:</p> <ul style="list-style-type: none"> • IHK Ostbrandenburg • IHK Potsdam • IHK Cottbus • HWK Frankfurt (Oder) • Tourismusverein OderSpree 	<p>Keep them informed and to collect their feedback newsletters</p> <ul style="list-style-type: none"> • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>Steering committee meetings with IHK Ostbrandenburg, IHK Potsdam , IHK Cottbus about general News in the dual-VET system (regional, local, national level)</p> <p>continuously information / discussion about the state of the art ECVET (with good practice LEO quali-TC)</p>	<p>No. 250 of people reached by newsletters, e-mails, flyers</p> <p>No. 150 people reached by meetings, workshops, trainings, etc.</p> <p>No. 80 of direct target groups reached</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET Trainers</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates 	<p>We will use the ECVET-MoU; ECVET-learning agreement; competence grid; Europass in our practical work with VET-trainer// learner in mobility</p> <p>For e.g.</p>	<p>No. 180 of people reached by newsletters, e-mails, flyers</p> <p>No. 150 people reached by meetings, workshops,</p>

	<p>of the process by e-mail</p> <ul style="list-style-type: none"> • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>our mobility coach regularly presents our projects and the use of ECVET instruments at VET schools and Europass Certificate to VET trainer and VET learner</p>	<p>trainings, etc.</p> <p>No. 50 articles & news published, etc.:</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>Vet and technical schools</p> <ul style="list-style-type: none"> • Europaschule OSZ Oder-Spree Fürstenwalde (http://www.osz-oder-spree.de/de/) • OSZ Havelland (http://www.osz-havelland.de/) • OSZ Uckermark (<a 375="" 595="" 620="" 891"="" href="http://www.osz- </td> <td data-bbox="> <p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis and LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail 	<p>We will use the ECVET-MoU; ECVET-learning agreement; competence grid; Europass in our practical work with VET-trainer// learner in mobility</p> <p>For e.g. our mobility coach regularly presents our projects and the use of ECVET instruments</p>	<p>No. 150 of people reached by newsletters, e-mails, flyers.</p> <p>No. 80 people reached by meetings, workshops, trainings, etc.</p> <p>No. 20 of new</p>	

<p>uckermark.de/)</p>	<ul style="list-style-type: none"> • Posters and flyers 	<p>at VET schools and Europass Certificates to VET trainers and VET learners</p>	<p>connections made</p>
<p>GROUP C – Low importance – low influence stakeholders</p> <p>Head of faculties / Managers of educational/training organisations:</p> <p>Private company working in mobility programmes</p> <ul style="list-style-type: none"> • Mobilitätsberatung IHK Nord Westfalen • Mobilitätsberatung HWK für Ostthüringen • Spema Brandenburg http://www.spema-brandenburg.de/ausbildung • Staatliche Berubsbildende Schule Schwerstedt / Apolda • Mobilitätsberatung IHK Potsdam 	<p>Keep them informed</p> <ul style="list-style-type: none"> • newsletters • website • Regular updates of the process by e-mail • Posters and flyers 	<p>We will use the ECVET-MoU; ECVET-Learning Agreement; Competence Grid; Europass Certificates in our cooperation with VET-organisations working on mobility programmes.</p>	<p>No. 50 of people reached by newsletters, e-mails, flyers.</p> <p>No. 80 people reached by meetings, workshops, trainings, etc.</p>

P4-Escuela de Hostelería de A Coruña “Álvaro Cunqueiro”

Escuela de Hostelería de A Coruña “Álvaro Cunqueiro”, founded in 1999 by the Asociación Provincial de Empresarios de Hostelería de A Coruña, is a training school offering tertiary education related to catering, hospitality and tourism. The School is actively participating in international associations and

has gained considerable experience by taking part in international partnership programmes, seminars, teacher training and student internship programmes and competitions.

Its main strategy is to provide quality educational programmes with constant development of innovative practices in education and training in the field of catering, hospitality and tourism and stimulating lifelong education by offering various educational programmes to tourism and catering employees.

Target Groups/Stakeholders	inform-consult-involve or other possible participation methods during the project	exploitation & sustainability actions after the project ends	Evaluation Benchmarks
<p>GROUP A – High importance – low influence stakeholders</p> <ul style="list-style-type: none"> • Key decision makers • National Agency for Vocational Education and Training • Xunta de Galicia • Diputacion Provincial A Coruña • Ayuntamiento de A Coruña 	<p>Keep them informed and to collect their feedback regarding the ECVET Model for Tourism and Catering and the other product developed within the project farmework</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>It's important to keep the official decision makers informed about ECVET regularly</p> <p>TO keep them involved in the evaluation procedures for learners who have an experience on WBL.</p>	<p>No. 150 of people reached by newsletters, e-mails, flyers</p> <p>No. 40 people reached by meetings, workshops, trainings, etc.</p> <p>No. 60 of new connections made</p> <p>No. 70 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP A – High importance – Employers</p> <p>(company involved in the blended learning and in the dissemination events)</p> <p>Name of the companies:</p>	<p>Keep them informed and to consult them and ask for their opinion and advice as much as possible.</p> <ul style="list-style-type: none"> • Newsletters 	<p>Mentors in receiving companies play a strategic role in the process of organizing, carrying out and evaluating mobility experiences; therefore they are to</p>	<p>No. 200 of people reached by newsletters, e-mails, flyers</p> <p>No. 150 people reached by meetings, workshops,</p>

<ul style="list-style-type: none"> • Hotel Hesperia Finisterre • Hotel Blue Coruña • Hotel Sol • Hotel Carris Marineda • Hotel Riazor • Hotel Lois • Hotel Cristal 2 • NH La Coruña Atlantico • Hotel Zenit Coruña • Hotel Leonardo da Vinci • Hotel Plaza • Hotel Moon • Hotel Hesperia Coruña 	<ul style="list-style-type: none"> • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities, • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>be seen as key for quality assurance.</p> <p>Therefore, it's very important that they understand and apply the mentioned instruments for transparency and recognition of the learners' competences.</p> <p>To reach this aim, Mentors need to become familiar with the following topics:</p> <ul style="list-style-type: none"> - Transparency and trust in different national VET-systems; - Competent application of European instruments for transparency (EQF, ECVET); - Implementation of valid learning outcomes in mobilities. 	<p>trainings, etc.</p> <p>No. 120 of new connections made</p> <p>No. 200 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP A – High importance –</p> <p>Local authorities:</p> <ul style="list-style-type: none"> • Xunta de Galicia • Diputacion Provincial A 	<p>Keep them informed and to collect their feedback newsletters</p> <ul style="list-style-type: none"> • Website • Regular updates of 	<p>As local/regional Authorities they support the sound management of Operational Programmes and draws up vocational</p>	<p>No. 150 of people reached by newsletters, e-mails, flyers</p> <p>No. 40 people reached by</p>

<p>Coruña</p> <ul style="list-style-type: none"> • Ayuntamiento de A Coruña 	<p>the process by e-mail</p> <ul style="list-style-type: none"> • Posters and flyers 	<p>training standards.</p> <p>The Xunta de Galicia, in particular, is implementing the Repertories of vocational and training qualifications, involving trade unions and employers organisations. The Repertories adopt an approach which is coherent with the LO one. In other words, the vocational standards profiles are described in terms of competences, as the minimum training standards to ensure the achievement of the competences necessary for the vocational standards adopted.</p>	<p>meetings, workshops, trainings, etc.</p> <p>No. 60 of new connections made</p> <p>No. 70 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET Trainers</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • Newsletters • Website 	<p>They provide education and vocational training services for young and adults with public financing or by orders from the public Administration, businesses, agencies,</p>	<p>No. 180 of people reached by newsletters, e-mails, flyers</p> <p>No. 120 people reached by meetings, workshops, trainings, etc.</p>

	<ul style="list-style-type: none"> • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>associations or private individuals, with the final mission to allow participants to enter or re-enter in the labour market.</p> <p>They usually have a solid network in the local territory, working closely with the most relevant public and private stakeholders in the field of vocational education and training, creating a synergic network in order to link the vocational education offer with labour market needs.</p>	<p>No. 80 of new connections made</p> <p>No. 150 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
--	---	--	--

P5-Vocational High School of Tourism “Dr. Vasil Beron”

The Vocational High School of Tourism “Dr. Vasil Beron” was established in 1964 as a public vocational school for tourism and catering. The high school constantly enlarges its fields and maintains them up to date. As a result, the young specialists are highly motivated and have extraordinary professional skills in the promising sphere of tourism, which guarantee their success on the labour market. Also a qualification centre for persons above 16 years old has been established in the high school. The school now gives priority to the module system of education and training practise – all students do their training practise in prestigious tourism companies. Presently the school trains about 800 students, divided into 32 classes according to 10 professions as follows: Hotel and Catering, Management in Hotel Keeping, Management in Tourism, Technology of Bread and Breadstuff and Confectionery Production, Shop Assistant Advisor, Culinary Art, Bartending.

Target Groups/Stakeholders	inform-consult-involve or other possible participation methods during the project	exploitation & sustainability actions after the project ends	Evaluation Benchmarks
<p>GROUP A – High importance – low influence stakeholders</p> <p>Key decision makers</p> <ul style="list-style-type: none"> • Ministry of Education • National Agency for Vocational Education and Training 	<p>Keep them informed and to collect their feedback regarding the Handbook and the other product developed (in put your country)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>We will provide these organizations with products from our project-European Survey and Competence Grids and LEO quali-TC Handbook. We will organize meetings and will let them know about results from "REPORT on the Test implementation of the LEO quali-TC Model and tools on Workshops/peer learning activities". We also will make a proposal to our Ministry of Education to change the state educational requirements according to employers' needs.</p>	<p>No. 200 people reached by newsletters, e-mails, flyers</p> <p>No. 80 people reached by meetings, workshops, trainings, etc.</p> <p>No. 120 of new connections made</p> <p>No. 40 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP A – High importance – Employers</p> <p>(company involved in the blended learning and in the dissemination events)</p>	<p>Keep them informed and to consult them and ask for their opinion and advice as much as possible.</p>	<p>These are organizations that provide places for practical training of students. They are familiar with state educational</p>	<p>No. 30 people reached by newsletters, e-mails, flyers</p> <p>No. 20 people reached by</p>

<p>Name of the companies:</p> <ul style="list-style-type: none"> • Hotel Yantra • Hotel Premier • Hotel Bolyarski • Hotel Panorama • Hotel Premier • Hotel Concord • Hotel Agusta • Hotel Interhotel • Hotel Trapezic • Restaurant Shtastlivetza • Restaurant Pesho Morskiya • Restaurant Han Hadji Nikoli • Restaurant Ego • Restaurant Asenevci 	<ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, opinions, risk and opportunities • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 	<p>standards about professions in Bulgaria. During the project they got acquainted with European Survey and Competence Grids and LEO quali-TC Handbook. They give their opinion about them and agreed to cooperate with the school for mastering those competencies.</p>	<p>meetings, workshops, trainings, etc.</p> <p>No. 10 of new connections made</p> <p>No. 20 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP A – High importance –</p> <p>Local authorities:</p> <ul style="list-style-type: none"> • Municipality • Association of Tourism and Catering in Veliko Tarnovo Region 	<p>Keep them informed and to collect their feedback newsletters</p> <ul style="list-style-type: none"> • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>City Veliko Tarnovo is very attractive tourist destination. Tourism is a priority sector for economic development in this region and it is based like this in the strategy for development of</p>	<p>No. 66 people reached by newsletters.</p> <p>No. 50 people reached by meetings, workshops, trainings, etc.</p> <p>No. 20 new</p>

		<p>Veliko Tarnovo. We will organize meetings with representatives of local authorities and local tourist business and will represent our European Survey and Competence Grids and LEO quali-TC Handbook. All this organizations will motivate our students to reach these competencies.</p>	<p>connections made.</p> <p>No. 2 target groups reached</p> <p>No. 2 articles & news published, etc.</p>
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET Trainers</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis, LEO quali-TC ECVET Model)</p> <ul style="list-style-type: none"> • newsletters • website • Regular updates of the process by e-mail • Posters and flyers • Ask for opinion in polls and questionnaires • Invite to kick-off workshop at the beginning of the process and ask for ideas, 	<p>During annual seminar of the Association of High Vocational Schools of Tourism and Restaurants in Bulgaria we will meet representatives of these schools and will share with them our best practices how to train students to achieve these competences.</p>	<p>No. 120 of people reached by newsletters, e-mails, flyers</p> <p>No. 120 people reached by meetings, workshops, trainings, etc.</p> <p>No. 30 of new connections made</p> <p>No. 80 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>

	<p>opinions, risk and opportunities,</p> <ul style="list-style-type: none"> • Invite to project advisory board • Organize regular meetings to give an update on the process and ask for opinions and suggestions 		
<p>GROUP B – High importance – high influence stakeholders</p> <p>VET and technical schools</p>	<p>Keep them informed and to consult them and collect their feedback (involvement in research, need analysis. LEO quali-TC handbook)</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of the process by e-mail • Posters and flyers 	<p>During annual seminar of the Association of High Vocational Schools of Tourism and Restaurants in Bulgaria we will meet representatives of these schools and will share with them our best practices how to train students to achieve these competences.</p>	<p>No. 120 of people reached by newsletters, e-mails, flyers</p> <p>No. 120 people reached by meetings, workshops, trainings, etc.</p> <p>No. 30 of new connections made</p> <p>No. 80 of direct target groups reached</p> <p>No. 2 of articles & news published, etc.</p>
<p>GROUP C – Low importance – low influence stakeholders</p> <p>Head of faculties / Managers of educational/training organisations:</p>	<p>Keep them informed</p> <ul style="list-style-type: none"> • Newsletters • Website • Regular updates of 	<p>We will meet and inform school principals for tourism colleges and vocational training centers with</p>	<p>No. 38 people reached by newsletters, e-mails, flyers.</p> <p>No. 38 people reached by</p>

<p>Private companies working in mobility programmes</p>	<p>the process by e-mail</p> <ul style="list-style-type: none"> • Posters and flyers 	<p>European Survey and Competence Grids and LEO quali-TC Handbook and we will let them know about motives of our school to work on their acquisition.</p>	<p>meetings, workshops, trainings, etc.</p> <p>No. 8 of new connections made.</p> <p>No. 30 of direct target groups reached.</p> <p>No. 2 of articles & news published, etc.</p>
---	---	---	--