



BRIDGES FROM GREY TO GREENING JOBS

Final Report

Public Part

Project information

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Executive Summary

BRIDGES FROM GREY TO GREENING JOBS is aimed at developing and experiencing a European device to recognise, transfer and capitalise knowledge - aptitudes - competences of the renewable energies workers to tackle the challenges of sustainable development.

- The European Union is willing to achieve in 2020 a rate of employment of 75% in women and men between 20 and 64 years old, and to reduce the 20% of the emissions of greenhouse effect gases, with 20% of the consumption covered by renewable energies.
- For that, 3 million workers are necessary in jobs linked to sustainable growth. Severe lacks of specialists on management and on technical fields make these objectives difficult.
- Lifelong learning is a key to benefit from the green growth opportunities. It is worth encouraging and improving the participation in lifelong learning without borders for all, as well as the transference, recognition and accumulation of the learning outcomes of the people in formal, not formal and informal contexts.

With this purpose, BRIDGES FROM GREY TO GREENING JOBS is aimed at contributing to the "European learning space" improving the transference, the recognition and accumulation of the learning outcomes of the renewable energies workers, who are willing to get a qualification to improve their transparency and transnational mobility among the member states. The main results of the project are:

- Creation of an European Consortium for the Development of Qualifications
- Design of the professional qualifications required by the sector in terms of learning results (based on ECVET system and the NVQ)
- Development a device in electronic format, favoring the interpretation and understanding of the qualifications.
- Experimentation to test the sector qualifications using the suitable procedures for the evaluation, transference and accumulation of learning outcomes

BRIDGES FROM GREY TO GREEN JOBS includes in its partnership representatives from the different groups of interest in the development of the qualifications in the sector of "renewable energies": enterprise associations, cluster of environmental industries, organisations competent on qualification, public institutions, chambers of commerce, training centres and certification organisations. Organisations from different countries: Spain, France, Finland, Bulgaria and Lithuania, with wide experience in the participation in transnational cooperation.

BRIDGES FROM GREY TO GREEN JOBS has a "bottom up" approach ensuring the pertinence of the products and results and conciliates different points of view: company and sector (put training closer to the enterprise world to favour competitiveness), the institutional perspective (contribution to the European strategy for employment 2020 and against the climate change) and the perspective of the learning suppliers (design of qualifications, accumulation of learning and experiencing).

For more detailed information see: <http://www.greenjobsproject.eu/> where the description, aims, target group, results, events and partnership are specified in all partnership languages plus English for wider dissemination. The Basque language – euskara is also included. There is also a Download area where the user can see, print and keep the different interim results we are developing. This website is very useful for the sustainability of the project.

Other actions for the dissemination and sustainability of the project and its results:

- Internal training seminars (in each partner organisation) to qualify technicians on the use of the device
- Elaboration of the leaflet and a promotional video
- Publish press releases and articles in other publications
- Participation in thematic seminars and conferences, Public events
- Integration of the device into the internal processes of the partner organisations
- Open door day at the end of the project
- Elaboration of newsletters and sending them to all the partner organisations and dissemination among its collaborators.
- Keeping the Web site with all the information about the project operation and results.
- Participation in thematic seminars and conferences
- Learning memorandum elaborated by the partners
- Collaboration agreements with competent organisations on qualification and with enterprise associations in all the countries.

Table of Contents

1. PROJECT OBJECTIVES.....	6
2. PROJECT APPROACH.....	8
3. PROJECT OUTCOMES & RESULTS.....	11
4. PARTNERSHIPS	16
5. PLANS FOR THE FUTURE.....	18
6. CONTRIBUTION TO EU POLICIES	19

1. Project Objectives

BRIDGES FROM GREY TO GREENING JOBS plans to contribute to “European learning space” from a transnational cooperation approach, with the participation of companies, clusters, training centres, committed to answer to the challenges of sustainable development.

BRIDGES FROM GREY TO GREENING JOBS is aimed at improving the transference and recognition of the learning results and qualifications of the renewable energies workers through an original, “bottom up”, different, experimental contribution, basing on the common European tools: EQF, ECVET, Europass and European CV. So the specific objectives of the project are:

- European Consortium for the Development of Qualifications through a reinforced and multi-agent (all the sector groups of interest) cooperation.
- Cartography of key processes and competences: depending on their sensitiveness to changes, emerging character, employability, contribution to the reduction of carbon emissions and critical character to favour the transnational employability and mobility of the workers.
- Design of the professional qualifications required by the “renewable energies” companies in terms of learning results, basing on the technical specifications of ECVET system.
- Experimentation to test the qualifications basing on learning results, using the necessary procedures for the evaluation, transference, validation and accumulation of learning results.
- Use of ECVET system on the sector qualifications in order to award ECVET quality label to these qualifications.
- An electronic format device, experienced through mobility and professional exchange activities, available on the web, favouring the interpretation and understanding of the qualifications in the participating countries and – therefore- their transference and capitalisation.

The main impact of this European device is to promote and favour the transference, recognition and capitalisation of knowledge – aptitudes – competences of people working on “renewable energies”, acquired by the person in his/her vital itinerary in different contexts, a key to benefit from the opportunities of the sustainable development. This European device will allow these workers to get a qualification to improve their transparency and transnational mobility among the member states.

BRIDGES FROM GREY TO GREENING JOBS defines all its activities with a "bottom up" approach, from the companies and their workers to the qualification systems and competent organisations. It involves the group of stakeholders since the very beginning of the project, with a reinforced participation of "advanced users" to ensure the usefulness of the products and prevent their quick expiration and obsolescence. Therefore, one of the main objectives was to have direct access in each country to our target group: Professionals in the Sector of Renewable Energies, Companies in the Sector of Renewable Energies and green

employments, Employment services, educational institutions. Each partner has created a national focus group composed of different groups of interest related to the renewable energies field to work together during the project: cartography of key processes, design of the professional qualifications, etc. The project maintains a constant and continuous communication with these stakeholders.

This is the only way to achieve long-lasting and sustainable impact along time, further than the project's life, through its use in different training processes. This fact is ensuring the impact on our target group along the whole project.

2. Project Approach

BRIDGES FROM GREY TO GREENING JOBS is going to use and promote the European transparency instruments (EQF, ECVET and Europass), to favour the employment opportunities, improve mobility among the States, increase the competence and productivity in the field of “renewable energies”.

GREEN defines all its activities with a "bottom up" approach, from the companies and their workers to the qualification systems and competent organisations. It involves the group of stakeholders with a reinforced participation of "advanced users" to ensure the usefulness of the products and prevent their quick expiration and obsolescence.

GREEN regards two kinds of processes: the management processes, describing, organising and completing the project work (work packages 1, 2 and 3); and the processes focused on the product, specifying and creating the project products, defined by the cycle of life of the project (work packages 3 to 9). Both overlap and interact throughout the project, so managing their integration will be a key.

METHODOLOGY AND ACTIVITIES RELATED WITH THE PROJECT MANAGEMENT PROCESSES.

- **WP1: PROJECT MANAGEMENT:** is aimed at an efficient and integrated management of all the processes of the project in its different stages: start - planning - execution - monitoring – closure; and inside each stage. In this regard, different organs are created: group ones (as the pilot team, the quality and valorisation team) and one-person ones (coordination, mainstreaming). The different organs meet the principles of competence, task distribution, transparency, equality of opportunities and search for agreement.
- **WP2: EXCELLENCE IN MANAGEMENT,** in order to ensure excellence in all the processes of management and of product/result, as well as their integration, GREEN has decided to use the management excellence EFQM principles: leadership and coherence of objectives, management by processes, development and involvement of the people, learning and innovation, focus on client and results; and alliances and social responsibility. The Quality Management is a responsibility shared by all the members of the partnership, even one of the partners was named as the leader (KPPAR -Lithuania). Two kind of reports have been carried out: project management quality reports (interim and final) and transnational meetings quality reports.
- **WP3: COMMUNICATION WITH STAKEHOLDERS AND RESULTS DISSEMINATION** The consortium has been applying awareness rising and dissemination activities from an early stages of the project. One of the project partners -CCI BG- is specially entrusted with monitoring of dissemination steps undertaken by the partners. The aim of our strategy is to disseminate results and products, to optimize its value, to increase its impact. An additional aim is it, to set up measures and obligations adopted by all partners to guarantee the dissemination and application of the project results after the end of the project.

The website: <http://www.greenjobsproject.eu/> is an excellent tool to keep in contact and inform about the project and it is very useful for the dissemination and sustainability of the project. Other dissemination activities carried out: Include information related to the project in the ADAM DB, a contact list per country and per targeted audience, 5 newsletters, working meetings, Participation in thematic seminars and conferences, leaflets, press releases, promotional video, a self-executable multimedia USB, dissemination through social networks.

METHODOLOGY AND ACTIVITIES REGARDING THE PROCESSES FOCUSED ON PRODUCTS/RESULTS. LIVING CYCLE OF THE PROJECT.

- WP4: CONSORTIUM FOR THE DEVELOPMENT OF QUALIFICATIONS IN “RENEWABLE ENERGIES”. It answers to the need of planning the activities to be carried out along BRIDGES FROM GREY TO GREENING JOBS living cycle and to launch the project. We plan to start the organisational structure of the project and to approve the performance plans and programs. Communication with the stakeholders is a key for this stage to achieve their involvement.
- WP5: CARTOGRAPHY OF THE TRENDS, PROCESSES AND KEY LEARNING OUTCOMES IN “RENEWABLE ENERGIES”. Preparing ECVET grounds needs having some information on the different trends that influence the sector and their incidence on processes, activities and, consequently, on the competences, knowledge and skills for an excellent professional performance. We used primary (bibliography) and secondary sources (interviews with the focus group). As result of this investigation the main trends in the renewable energy sector and the cartography of processes in the sector were identified.
- WP6: DESIGN OF THE PROFESSIONAL QUALIFICATIONS ACCORDING TO EQF AND ECVET GUIDELINES. As result of crossing the main trends and the processes cartography, we select the main professional categories in the sector: maintenance technician in Wind energy, installation technician in Solar thermal/photovoltaic energy and design technician in Solar photovoltaic energy. Once they are identified we design the professional qualifications required by the sector companies in terms of learning outcomes, basing on the technical specifications of ECVET system. For this task, the collaboration of the companies of renewable energies is a must.
- WP7: EQUIVALENCES BETWEEN “ECVET” PROFESSIONAL QUALIFICATIONS AND NVQs. Comparing and establishing equivalences between the qualifications at national and European level is the objective of this stage. First of all, each participant country focuses on one of the professional categories identified before and selects, in the NVQ framework, the closest competences to the learning outcomes designed before. Afterwards, the gaps of the NVQ related to the EU qualification (ECVET model) – productive needs- are identified. Finally, each partner establishes the equivalences and correspondences between the national and European levels.
- WP8: PILOT EXPERIENCE. We check the reliability and validity of the device through experiences of practical use in companies and with workers from all the partner countries. Therefore, each country partner identifies: at least one company of the sector to participate in the pilot experience with 2 to 5 workers on the designed qualifications (with a previous experience of at least 1-2 years in the job); one evaluator to assess these workers with the device; and one auditor, who evaluates

the learning results got by workers from another country and the suitability of the device. This mobility test works between 2 partners, in order to assure the transnational assessment and the objectivity of the test.

- WP9: BUILDING AND EXPLOITING THE DEVICE. In this stage, we tune the electronic device, translate the material and disseminate the results to all the organisations involved in the project. We also elaborate and sign the “learning memorandum” among the partners and the “protocols of collaboration” with competent organisations in each participating country,.

Methodological Principles followed to manage the Project:

1. EACH WORK PACKAGE IS LEADED BY ONE PARTNER: An important remark is the fact that each work package has its own WP Leader. This has been very useful to share the responsibilities and to involve to everyone in the project development.
2. STANDARIZED PROCESS TO PERFORM THE PRODUCTS: This is a European project in which different organizations from different nature and different countries and cultures are working together to reach a common objective. In this sense, the leader of each WP manages the technical work developing common work templates and guidelines. This is being very useful to work all of us in a same direction, respecting the differences.
3. FLUID COMMUNICATION: an agreement inside the partnership was reached in the 1st meeting to answer all email in less than 5 days. Also, we are in permanent contact thru SKYPE.
4. THE COMMITMENT TO REACH AGREEMENTS: all the partners know that the best way to get a common product is working on agreements bases. In this sense, all the project activities, tasks and methodologies have been agreed among all the partners.

The added value of GREEN is that it contributes to create a European space for lifelong learning and improve the transference, accumulation and recognition of the qualifications in the “renewable energies” sector; in a situation of crisis as the present one, in which the challenges of sustainable growth create new opportunities for qualified employment. GREEN exploits the potential of EQF, ECVET and Europass European transparency tools to favour the mobility among the states, increase competence and productivity, improve the sustainability of the growth. In this regard, its added value lies on:

- It improves the understanding and interpretation of the qualifications in the participant countries, as well as the possibility to compare them.
- It encourages the transference, recognition and accumulation of the learning outcomes, by using ECVET guidelines.
- It removes obstacles to the people's mobility to give an answer to the increasing demand of qualified and polyvalent professionals.
- It contributes to make loyal and to keep the professionals' talent. As they see their qualifications recognised in the sector, they do not migrate to other sectors.
- It encourages mutual confidence by using a common language.
- It increases the appeal of Vocational Training and the credibility of the system by making the qualifications become closer to the sector needs.

3. Project Outcomes & Results

The outcomes reached are strongly linked to the aims planned in each work package. In this sense, we follow up what we said in the proposal as we took it as a “road map” to get the final result: the electronic format device, experienced through mobility and professional exchange activities, favouring the interpretation and understanding of the qualifications in the participating countries and – therefore- their transference and capitalisation.

WORK PACKAGES RELATED WITH THE PROJECT MANAGEMENT PROCESSES

WP 1	PROJECT MANAGEMENT
Objectives	<ul style="list-style-type: none"> • Ensure the efficient and integrated management of all the processes in the project (starting - planning - execution - monitoring - closure) in its different areas (management of scope, integration, time, costs, quality, people, communication, risks and purchase) • Design the six transnational meetings • Organizational procedures, administrative and financial matters
PRODUCTS (private area of the website: http://www.greenjobsproject.eu)	<ul style="list-style-type: none"> • Guidelines and methodology for the different project steps • GREEN Economical and administrative management • Planning chart • Chronogram • GREEN project management guidelines • Excellence management guidelines (methodology and tools) • GREEN Dissemination strategy
WP 2	EXCELLENCE IN MANAGEMENT
Objectives	<ul style="list-style-type: none"> • Ensure excellence in the project management processes and in the processes focused on product / result. • Propose and implement corrective actions • Monitor the activities to be developed to ensure the project meets the objectives set and achieves the results expected during the deployment time. • Ensure that the level of expected impact on the target group, about the processes and outcomes, is met.
PRODUCTS (private area of the website: http://www.greenjobsproject.eu)	<ul style="list-style-type: none"> • Behaviour code • Excellence management guidelines (methodology and tools) • Transnational meetings evaluations • Interim quality report: It will include the information about: incidences, correcting performances and improvement performances.

	<ul style="list-style-type: none"> • Final quality report
<p>WP 3</p>	<p>COMMUNICATION WITH STAKEHOLDERS AND RESULTS DISSEMINATION</p>
<p>Objectives</p>	<ul style="list-style-type: none"> • Make GREEN known by all the all entities and individuals interested in it. • Involve as many key informants as possible. • Promote a favourable collaboration environment allowing getting the objectives of the plan. • Get continuous feed-back about the suitability of the performances and methods used for the objectives pursuit • Know the opinion of experts about the work done so far. • Encourage the creation of a continuous flow of communication and information exchange among all the organisations related with the project. • Encourage the clients' participation in the project development and products.
<p>PRODUCTS (-private and public area of the website: http://www.greenjobsproject.eu -ADAM BD)</p>	<ul style="list-style-type: none"> • GREEN Dissemination strategy • Marketing concept for the project • NATIONAL FOCUS GROUP of renewable energies creation in each country • Regular WORKING MEETINGS with the national focus group • BRIDGES FROM GREY TO GREENING JOBS project WEBSITE (ES/EN/FR/BG/FI/LT) plus Basque language • GREEN LEAFLET (ES/EN/FR/BG/LT) and PUBLIC PRESENTATION (PTT) • Design of the project LOGO • Perform and dissemination of the 5 NEWSLETTERS thru the partners organizations networks (ES/EN/FR) • Inclusion of project information in the CORPORATIVE BULLETINS and WEBSITE of the partner organizations • Participation in dissemination / thematic CONFERENCES (CENTER dissemination conference) • Publish ARTICLES and information about the project in media and press - the project development was reflected in the number of partners publications • Information of the project in the SOCIAL NETWORKS (Facebook, GOOGLE +, Twitter) • Production of a promotional video for the project and its wide

	<p>diffusion</p> <ul style="list-style-type: none"> • The production of a self-executable multimedia USB with all project materials and products • Dissemination report: Information on the revision and updating of the Communication and Dissemination Plan included in the Consortium Agreement
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WORK PACKAGES REGARDING THE PROCESSES FOCUSED ON PRODUCT/RESULT

WP 4	CONSORTIUM FOR THE DEVELOPMENT OF QUALIFICATIONS IN “RENEWABLE ENERGIES”
Objectives	<ul style="list-style-type: none"> • Constitution and Implementation of the Management Committees • Agreement with the final design of the working plan, quality plan and Dissemination and Exploitation Plans • Make operational the working plans • Quality Strategy for GREEN project • Launching the project and spreading it
<p>PRODUCTS (private area of the website: http://www.greenjobsproject.eu)</p>	<ul style="list-style-type: none"> • Steering teams constitutions (Pilot Committee, Quality and Valorisation Committee) – in the minutes of the 1 transnational meeting. • GREEN Project management guidelines • GREEN Dissemination strategy • GREEN Excellence management • Agenda and minutes of the Organisation of the first transnational meeting of the project (San Sebastian-ES) • Contracts between the Promoter and the EACEA signed and sealed • Contracts between the Promoter and the Partners signed and sealed • BRIDGES FROM GREY TO GREENING JOBS project WEBSITE (ES/EN/FR/BG/FI/LT) plus Basque language: http://www.greenjobsproject.eu. Not only as a communication tool but also as a management tool for all partners.

WP 5	CARTOGRAPHY OF THE TRENDS, PROCESSES AND KEY LEARNING OUTCOMES IN “RENEWABLE ENERGIES”
Objectives	<ul style="list-style-type: none"> • Valorise the incidence of the different trends on the renewable energies. • Draw the sector process map and select the key activities. • Identify the competences, knowledge and skills required for an excellent performance.
PRODUCTS (-public area of the website: http://www.greenjobsproject.eu -ADAM BD)	<ul style="list-style-type: none"> • National focus groups constituted • Transnational Report of prospective and trends in the renewable energy sector • Cartography of processes in the renewable energy sector • Agenda and minutes of the Organisation of the second transnational meeting of the project in Helsinki (FI)
WP 6	DESIGN OF THE PROFESSIONAL QUALIFICATIONS ACCORDING TO EQF AND ECVET GUIDELINES
Objectives	<ul style="list-style-type: none"> • Select the critical key employments for the development of the sector • Design the professional qualifications required by the companies in the sector in terms of learning outcomes, taking as a base the technical specifications of ECVET system
PRODUCTS (-public area of the website: http://www.greenjobsproject.eu -ADAM BD)	<ul style="list-style-type: none"> • GREEN KPA - learning outcomes Description (tool) • Agenda and minutes of the Organisation of the third transnational meeting of the project in Vilnius (LT) • Descriptions of Key professional qualifications in the renewable energies sector basing on ECVET guidelines: <ul style="list-style-type: none"> - MANAGEMENT OF MAINTENANCE IN WIND ENERGY <ul style="list-style-type: none"> KPA1: Install and maintain wind power plants KPA2: Manage the maintenance of wind plants KPA3: Prevent professional hazards and perform in emergency cases in wind parks - DEVELOPMENT OF SOLAR PHOTOVOLTAIC INSTALLATION PROJECTS <ul style="list-style-type: none"> KPA1: Determine the feasibility of solar installation projects KPA2: Develop projects for photovoltaic solar installations - MANAGEMENT OF INSTALLATION IN SOLAR THERMAL/PHOTOVOLTAIC ENERGY <ul style="list-style-type: none"> KPA1: Install and maintain solar thermal facilities <p>(KPA: Key Performance Area)</p>

WP 7	EQUIVALENCES BETWEEN “ECVET” PROFESSIONAL QUALIFICATIONS AND NATIONAL VOCATIONAL QUALIFICATIONS
Objectives	<ul style="list-style-type: none"> • Establish equivalences between the European level qualifications and the NVQs • Define de needs for context of the qualifications in the productive needs. • Establish an application to manage the "equivalences" between both systems. • Elaborate a model of "memorandum for learning" for its use in the recognition and accumulation of learning by the partner organisations.
PRODUCTS (-public area of the website: http://www.greenjobsproject.eu -ADAM BD)	<ul style="list-style-type: none"> • GREEN Equivalences Tool introduction • Tutorial for making equivalences on VCP platform • Agenda and minutes of the Organisation of the fourth transnational meeting of the project in Aix en Provence (FR) • Learning Memorandum pattern

WP 8	PILOT EXPERIENCE: QUALIFICATIONS AND EQUIVALENCES TEST
Objectives	<ul style="list-style-type: none"> • Check the objectivity, reliability and validity of the device. • Carry out the necessary changes to improve the device
PRODUCTS (-public area of the website: http://www.greenjobsproject.eu and ADAM BD)	<ul style="list-style-type: none"> • Report on results of the pilot experience • Agenda and minutes of the Organisation of the fifth transnational meeting of the project in Balchik (BG)

WP 9	BUILDING AND EXPLOITING THE DEVICE
Objectives	<ul style="list-style-type: none"> • Elaborate the device in electronic format • Disseminate and exploit the results
PRODUCTS (-public area of the website: http://www.greenjobsproject.eu and ADAM BD)	<ul style="list-style-type: none"> • Device to favour the recognition and transference of key learning outcomes in the renewable energies sector (http://green.euproject.org) • Elaboration and signature of "learning memorandum" among the partners of the consortium, ensuring the mutual recognition of ECVET credits. • Elaboration and signature of protocols of collaboration with competent organisations in each participating country. • 500 copies of the computing application (USB) • Agenda and minutes of the Organisation of the last

	transnational meeting of the project in San Sebastian (ES)
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BRIDGES FROM GREY TO GREENING JOBS has had the participation of the different interest groups ensuring a constant and continuous communication with the people and organisations benefiting from its results:

- Competent organisations on qualification from the participating countries and the whole EU
- Professionals in the Sector of Renewable Energies.
- Companies in the Sector of Renewable Energies and green employments.
- Employment services, educational institutions

The impact is assured through more than **170,000 individuals across 30 countries** were reached during the life time of the project by the dissemination activities (see details in the dissemination report). The project promotion methods include: events the project partners organised or participated into; distribution of promotional materials designed for the project – leaflet, newsletters, videos and multimedia USBs; appearance in the media and press and promotion in internet:

- **Events:** The project partners participated and organised **18 events in 5 European countries** that included participants from countries wide beyond the project partnership. The events raised awareness of the project methodology and concept while it promoted the project objectives, outcomes and products, notably the online Equivalence tool, multimedia USBs, videos and website.
- Distribution of project **leaflet, newsletters, promotional video and multimedia USBs:** About **6000 people** from the partnership countries have been informed about the project and received updates about the current situation of project developments. More than **50 representatives** of organizations outside the partnership were duly informed about the project.
- **Press and media:** Several articles about GREEN project have been published in different newspapers. An article about the project was published in “Focus Europe” newsletter with **650 subscribers** to inform about the project Europe-wide and beyond.
- **Web dissemination**
 - **Websites:** <http://www.greenjobsproject.eu> was produced in all partner languages and used as most sustainable dissemination tool. Most partners published information about the project on their websites and created links from their organisation’s website to the project website.
 - **e-newsletters:** regular publications of partners’ e-newsletters with more **than 10.000 subscribers** in France, Spain, Lithuania and Bulgaria.
 - **e-mails, e-letters, online meetings:** These internal communication tools have been used to address information to certain know targets – associated partners, national focus groups’ members, etc. Over **120 representatives** of companies and organisations at local, regional and national level have been contacted.
 - **Social networks:** GREEN project set up a *Facebook profile* and reached **854 friends**. The project videos have been broadcast through the created Youtube chanel GREEN Project and reached **1857 views** and 203 likes. The project tweeter account has [299 followers](#).

4. Partnerships

BRIDGES FROM GREY TO GREENING JOBS is aimed at contributing creating a European space for lifelong learning and at improving the transference, accumulation and recognition of the qualifications in the “renewable energies” sector. Therefore this project is built from a European answer, with the participation of partners from Spain, Finland, France, Lithuania and Bulgaria, to some challenges requiring answer at transnational and global level. Among others, the exploitation of these sources of power and employment deposits requires significant economic investment at global scale, technological development and transference of technology among different countries. It also requires a suitable political management, both in international and local contexts, as well as a cultural change regarding the energy consumption. Simultaneously, it requires investment on professional qualifications and learning to benefit from these “opportunity windows”.

GREEN faces a problem shared within the participant countries: to favour the mobility among the states, increase competence and productivity, improve the sustainability of the growth. In this regard, the answer should come from an EU point of view and experience. The added value of this multi-country partnership in executing the project is that it improves the understanding and interpretation of the qualifications in the participant countries, as well as the possibility to compare them; it encourages the transference, recognition and accumulation of the learning results, by using ECVET guidelines; it removes obstacles to the people's mobility to give an answer to the increasing demand of qualified and polyvalent professionals; it increases the appeal of Vocational Training and the credibility of the system by making the qualifications become closer to the sector needs.

GREEN includes in its partnership representatives from the different groups of interest in the development of the qualifications in the sector of “renewable energies”: enterprise associations, cluster of environmental industries, organisations competent on qualification, public institutions, chambers of commerce, training centres and certification organisations.

Organisations from different countries (Spain, France, Finland, Bulgaria and Lithuania) with wide experience in the participation in transnational cooperation projects. This experience provides the organisations with the linguistic competences and the technical competences (project management, management by competences and results, research...) and transverse competences (team work, computing, communication, planning, negotiation, conflict solving) required to reach the previously defined objectives. It is also necessary to mention the willingness of all the partners to research, innovate and develop new methods in transnational cooperation and collaboration. GREEN involves the group of stakeholders since the very beginning of the project, with a reinforced participation of "advanced users" to ensure the usefulness of the products and prevent their quick expiration and obsolescence. Therefore, one of the main objectives was to have direct access in each country to our target group: companies and workers of the Sector of Renewable Energies and green employments, employment services, qualification systems educational institutions. Each partner creates a national focus group composed of different groups of interest related to the renewable energies field to work together during the project. The project maintains a constant and continuous communication with these stakeholders.

5. Plans for the Future

BRIDGES FROM GREY TO GREENING JOBS is aimed at ensuring the communication and involvement of all the stakeholders after the end of the project to get long-lasting results. Therefore we have elaborated a **Communication planning** (sustainability plan) to determine the information and communication needs of the different groups of interest: who needs which information, when they need it and how it will be delivered to them, according with the project results and products obtained.

Actions to emphasise the exploitation of results beyond the project's lifetime:

- Targeted company visits for face to face explanation on how to use the Equivalence tool
- Use of local and EU networks and contacts with environmental sector related companies and organisations for explaining the Equivalence tool.
- Internal training seminars (in each partner organisation) to qualify technicians on the use of the device
- Integration of the device into the internal processes of the partner organisations
- Keeping the Web site with all the information about the project operation and results and in ADAM BD. The project website <http://www.greenjobsproject.eu> was produced in all partner languages and used as most sustainable dissemination tool. Most partners published information about the project on their websites and created links from their organization's website to the project website. Partner's websites have approx. 5000 visitors monthly.
- Participation in thematic seminars and conferences, meetings and training programmes organised over the next years continued access and usage of the developed equivalence tool
- Learning memorandum elaborated by the partners
- Collaboration agreements (Protocols of cooperation) signed between the partners and enterprise associations and training centers (17 European organizations of the partnership's countries) in all the countries to establish stable cooperation after the project end.
- Dissemination of Memory Stick (500 USB) to target users using of local and EU networks

It is not foreseen that the GRREN Equivalence tool will be commercialized.

6. Contribution to EU policies

BRIDGES FROM GREY TO GREENING JOBS supports the realisation of a European area for lifelong learning, by

- improving the understanding and interpretation of the qualifications in different countries.
- allowing comparing as it uses EQF meta-framework, as well as the transference, recognition and accumulation of learning results (ECVET)
- removing obstacles to the people mobility, accumulating the learning in the "origin country" and transferring it to the "host country"
- encouraging mutual confidence, as it establishes a common qualification language.

BRIDGES FROM GREY TO GREENING JOBS contributes also to increased participation in lifelong learning by people of all ages, including those with special needs and disadvantaged groups, regardless of their socio-economic background by improving the appeal for a higher participation in training. The learning outcomes of renewable energies developed within the project contribute to make the learning itineraries more flexible, matching the programs with the market, recognising the importance of not formal and informal learning to combine the working experience with the qualifications and employment expectation. "Bridge from Grey to Greening Jobs" contributes adapting the qualifications to the sector needs, recognising and accumulating learning outcomes and anticipating the employment needs.

BRIDGES FROM GREY TO GREENING JOBS enhances the attractiveness of vocational education and training and mobility for employers and individuals and to facilitate the mobility of working trainees by making the learning itineraries more flexible, matching the programs with the market, recognising the importance of not formal and informal learning to combine the working experience with the qualifications and employment expectation. Bridge from Grey to Greening Jobs meets these criteria through the recognition and accumulation of learning outcomes, by putting the qualifications into context, anticipating needs and favouring mobility.

BRIDGES FROM GREY TO GREENING JOBS improves the transparency and recognition of qualifications and competences, including those acquired through non-formal and informal learning. Bridges from Grey to Greening Jobs will be an electronic device, interactive, validated transnationally, which will favour the transference, recognition and accumulation of learning, no matter the way it was acquired. This device will also answer to the EU priority: ECVET for transparency and recognition of learning outcomes and qualifications, due to it is based on ECVET guidelines and establishes equivalences between the qualifications ECVET and NQV levels. In order to that, it will design the sector qualifications on learning results, assigning ECVET marks, basing on the technical specifications of ECVET system. It will apply this system to the sector qualifications to award them with ECVET quality label.

BRIDGES FROM GREY TO GREENING JOBS contributes to the policy: Education and Training 2020 Work Programme, as it encourages excellence, quality and suitability of training, by matching the qualifications with the sector needs, the prevision of new employments and a greater cooperation between training suppliers, companies and interlocutors. On other hand, it makes lifelong learning and mobility become a reality, through the use of the European transparency tools EQF and ECVET to favour, among other things, the mobility.

Finally, BRIDGES FROM GREY TO GREENING JOBS contributes to the “challenge 2020 to achieve an employment rate of 75% for women and men between 20 and 64 years old”. Lifelong learning is a key to benefit from the increase of 16 million highly qualified employments. Besides, important investments on qualifications on the ecologic field are required for Europe to achieve its objective of having, by 2020, 3 million workers in these jobs.

