



WiSaR

**REGIONAL ECONOMY-ORIENTED
STRATEGIES FOR LIFELONG
LEARNING**

Project Memorandum

Projektmemorandum - Wirtschaftsnahe Lernstrategien für LLL in der Region

1. General Project Objectives

The project „Regional Economy-oriented Learning Strategies for Lifelong Learning“ develops a specific regional approach to the problems described above and the challenges they constitute for the systems of lifelong learning. Against this background, the project pursues the following main objectives:

- 1) **Regional Development:** The Austrian region „Aichfeld Murboden“ as well as the partner regions in the respective partner countries are economically disadvantaged and, especially in times of economic crisis, new and sustained impetus is needed for regional development and to secure jobs and factories. By developing a strategy that is relevant to the region and has been coordinated between the key players in the economy and lifelong learning, the WISAR Project makes an important contribution towards securing the area's attraction for business, and towards sustainable development of the region “Aichfeld Murboden” as well as the individual partner regions.
- 2) **Regional LLL strategy development:** As there are huge local differences in economic structures and requirements, national LLL strategies are not sufficiently relevant, and there is a clear demand for adjusted and regionally relevant LLL strategies for the respective regions. Proceeding from the individual countries' national LLL strategies, WISAR will initiate the development of regional educational strategies, provide the relevant methods and have them embedded in the region by the policy-makers and decision-makers in education.
- 3) **Methods development:** Against the background of the regional LLL strategy, individual methods will be developed in order to match offer and demand as well as underlying competence requirements and to integrate them into the available education and training programmes (formal and non-formal).
- 4) **Networking:** The WISAR Project aims at creating a development network among the regions involved in order to use potential synergies and share ideas. This network serves to interconnect regions which work on developing and embedding economy-oriented strategies for lifelong learning.
- 5) **Sustainability:** It is a major objective of the WISAR Project to embed and further develop the LLL strategy, which includes the developed methodology. Appropriate approaches will be developed for this strategy to be embedded in the region and be exploited by the relevant actors (educational institutions, political decision-makers, enterprises, NGOs, providers of non-formal ways of learning and/or informal learning). Ensuring long-term exploitation of the

strategy is a step towards reaching the overall objectives (regional development and measures to attract business to disadvantaged regions within Europe).

During its 12-month lifetime the WISAR Project will deliver the following results in order to reach the above mentioned objectives:

- 1) **5 regional LLL strategies:** In a cooperative development process, a strategy for economy-oriented lifelong learning in the respective region will be developed in each partner country, with the involvement of the region's relevant key players and by taking the existing national LLL strategies (above all NQF and ECVET for vocational education and training) into consideration. This strategy is to ensure that the necessary portfolio of competences (technical, social and methodological competences) will be available in the respective region and that lacking competences can be more easily identified and compensated at macro level. On a pedagogical level, strategy development is implemented by means of moderated focus groups in which the relevant actors participate in the respective partner countries. The result of this process will be a written LLL strategy document which is supported by all stakeholders and describes the approach and/or the measures that are envisaged in order to achieve long-term regional development, to maintain and promote the region's appeal as industrial location and to provide a broad range of LLL options, both on a formal and on a non-formal level.
- 2) **Set of adjustment methods:** The WISAR Project will develop a set of methods that make it possible to adjust the relevant regional LLL options to match the regional economic requirements and to define future developments. For this purpose the set of methods will contain the following:
 - a) Roundtables
 - b) Panels
 - c) DelphiFor these three methods a range of applications as well as the concrete application procedures will be defined and described. In addition, for all three methods the necessary materials to prepare and conduct the activities as well as to interpret the results will be developed and made available in all partner languages.
- 3) **Guidelines for regional LLL strategy development:** At the end of the project the experiences made with developing 5 regional LLL strategies will be summarized and published as guidelines for regional LLL strategy development. This will safeguard the availability of these results and experiences on a long-term basis and enable other European regions to develop regional LLL strategies along similar lines.
- 4) **Network of regions with regional LLL strategies:** The WISAR Project will set up a virtual network of regions which have worked on regional LLL strategies. This network will make it possible to exchange experiences, discuss different approaches and cooperate in the further development of the respective LLL strategies. For this purpose, the project website will be converted into a network website at the end of the project so that a long-term exchange of know-how and sustained cooperation becomes possible.

- 5) **Public relations and dissemination material:** To promote participation of the regional key players as well as to ensure that the results and the regional LLL strategy remain embedded, a wide range of PR and dissemination material will be prepared. Apart from the project website, flyers with information on the project and the respective regional LLL strategy, 3 newsletters and further publications to keep the stakeholders in the region informed are being planned.

2. Work packages

The work of the consortium can be roughly broken down as follows:

1. **Project management:** Project management comprises organising and managing the cooperation between all project partners and associated organisations during the complete lifetime of the project. It includes the timely submission of reports on progress and financial performance to the European Commission.
2. **Quality assurance and monitoring:** Quality assurance of project operations and outcomes will be monitored in a separate process. During the life of the project quality assurance mainly focuses on the quality of project operations in the form of parallel monitoring. Moreover, on the product level it will be ensured that the developed outcomes and results will correspond to the established quality criteria and achieve the desired effects.
3. **Dissemination:** The dissemination of outputs is a core process within the life cycle of the project. During its complete lifetime appropriate activities for disseminating outcomes will be undertaken, and the achieved impact will be gauged. This core process includes preparing appropriate material for the dissemination of knowledge about the project and its outcomes.
4. **Exploitation:** Parallel to the dissemination of outcomes, above all in the last project phase, concrete activities will be undertaken to ensure a sustainable long-term exploitation of results. This phase will see the conversion of the project website into a network website, the continuous application of methods and strategy implementation in all partner countries as well as the publication of guidelines for strategy development to promote exploitation beyond the partner countries.

Apart from these **four core processes**, the project will be divided into **four project phases**. For each project phase one of the partner institutions will be the lead partner. Together with the applicant and the partner institutions involved they will be responsible for the successful completion of the project phase. The WISAR Project will undertake the following work phases:

AP 5: Strategy development: Between months 1 – 6 the partner institutions will work on developing regional LLL strategies.

Together with their stakeholders all participating regions will elaborate in writing a strategy for economy-oriented lifelong learning in their respective regions. The method predominantly used will be the focus group.

AP 6: Methods development: Between months 3 – 6 work phase 6 will concentrate on developing the three methods described before (roundtables, panels and delphi), which are used to match the range of LLL options offered in the region with the needs of the regional economy.

AP 7: Pilot phase: Between months 7 – 10 this work phase will test the developed methods by conducting and validating pilot trials in all partner countries. The

outcomes of the pilot trial phase will be monitored and evaluated for utilisation in the finalisation phase.

AP 8: Finalisation: On the basis of the experiences made during the test phase, between months 11 – 12 the developed methods as well as the regional LLL strategies will be modified and completed. Moreover, the outcomes and materials will be translated into all partner languages, and the guidelines for the development of regional LLL strategies will be elaborated.

This matrix structure of core processes (horizontal level) and work phases (vertical level) will ensure that the project will deliver results as planned and that the established short-term and long-term objectives will be reached.

Each partner is responsible for coordinating their own workpackage, while Schulungszentrum Fohnsdorf (P1) is in charge of the overall coordination and project management.

Leitpartner	Arbeitspakete
Schulungszentrum Fohnsdorf (P1)	Project Management (AP1)
Schulungszentrum Fohnsdorf (P1) und Auxilium (externer Evaluator)	Quality Management (AP2)
Schulungszentrum Fohnsdorf (P1) und E.N.T.E.R.	Dissemination (AP3)
COOP (P5)	Exploitation (AP4)
Schulungszentrum Fohnsdorf (P1)	Strategy Development (AP6)
DIMITRA (P2)	Method Development (AP7)
ITeE-PIB (P3)	Pilot Phase (AP8)
SC Ptuj (P4)	Finalisation (AP9)

The following products will be developed in the frame of the project:

Deliverable Nr.	Deliverable Title	Delivery Date
D1	Project memorandum	MO 2
D2	Sustainability strategy	MO 11
D3	Quality manual WISAR Project	MO 2
D4	Final quality report WISAR	MO 12
D5	Project newsletter	MO 2, MO 7, MO 11
D6	Information and PR material	MO 3
D7	Project website	MO 3
D8	Final conference	MO 12
D9	Regional LLL strategies	MO 6
D10	Methods paper Roundtables, first version	MO 6
D11	Methods paper Panels, first version	MO 6
D12	Methods paper Delphi, first version	MO 6
D13	First version work materials	MO 6
D14	Report on test phase	MO 10
D15	Methods paper Roundtables, final version	MO 12
D16	Methods paper Panels, final version	MO 12
D17	Methods paper Delphi, final version	MO 12
D18	Final version work materials	MO 12

3. Cooperation and Communication within the Partnership

Networks are created on two levels:

- Network of institutions from a variety of different sectors and regions from different countries on a (virtual) platform
- Network of regions which are involved in developing and establishing economy-oriented strategies for lifelong learning in the individual regions on a sustainable basis.

The cooperation and communication is based on mutual trust and intercultural comprehension. These factors are basic aspects which ensure a successful project work. For this reason it is necessary to create an environment of free interchange of ideas and intercultural openness. During the whole course of the project sufficient time will be spent on these topics and they will be guaranteed through the following approaches and procedures:

- 1) Face to face meetings: During the whole project the project partners will carry out four transnational meetings. In order to hold a substantial meeting an agenda will be prepared for each conference. Each organisation that hosts the meeting will organise a moderator and a co-moderator who will take care of the structured course of the meeting. The minutes will be prepared shortly before the end of the meeting and include tasks, responsibilities and agreements which have been made during the meeting.
- 2) Electronic communication: the cooperation between the project conferences will be carried out by email communication.
- 3) Telephoning/Skype-conferences: especially skype-conferences will be carried out and moderated by the project coordinator if necessary.

4. Quality Management Plan

For this project, the formulation of guidelines and quality standards which include concrete operational objectives, target values and medium-term as well as long-term measures is an absolute necessity. This means that after establishing operational guidelines, clear target values and standards must be developed.

In order to guarantee the required quality standards within the project, the following areas are under review:

- 1) Quality aspects regarding the way the project is conducted (monitoring and project management).
- 2) Quality aspects with regard to target compliance and validity (evaluation).
- 3) Quality aspects in terms of professional and conceptual requirements and practical usability.
- 4) Quality with regard to financial management and compliance with formal requirements (financial controlling and reporting).

ad 1.) In order to conduct the project professionally the applicant appoints a project manager. He/she takes overall responsibility for the project and is in charge of communications with the European Commission.

Project management is conducted according to internationally recognised guidelines and ensures that the project is carried out correctly in terms of

- deadlines
- funds
- contents.

Each partner organization appoints a person in charge of coordinating the partner organization's activities with the project management. The partners assume responsibility for the work packages to be carried out according to the work plan and report to the project manager in all matters concerning the project.

In the set-up phase the project manager draws up a monitoring plan which ensures performance control and guarantees that the project is carried out on time and on budget. Monitoring comprises data collection and consolidation for the monthly reports, progress report and final report according to the contractual provisions. A partner organization representative is appointed as the person in charge of

implementing the monitoring measures. He/she reports to the PM and ensures that provisions for error correction during the project are made.

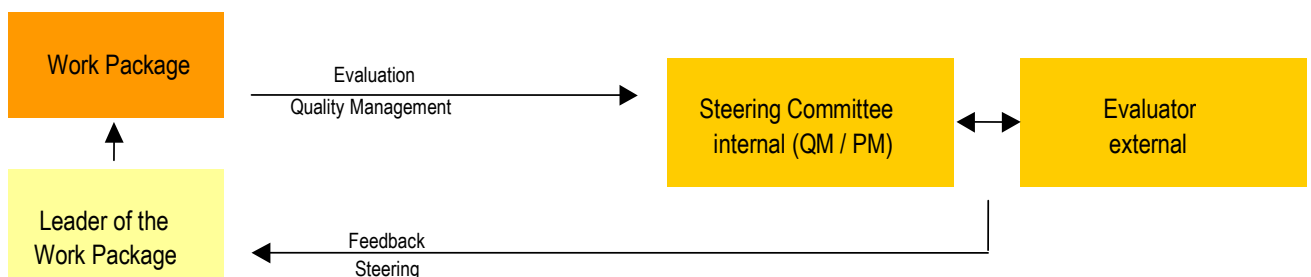
In addition a “back-up plan” for possible delays is drawn up and intervention mechanisms for target deviation are devised.

Regularly conducted variance analysis guarantees that quality assurance requirements are met. Further quality assurance measures include continuous documentation, regular reporting and the compilation of evaluation results.

ad 4.) For financial and formal quality assurance the PM makes provisions for a controlling system. This system comprises budget management guidelines on the basis of the Financial Guidelines of the Grant Donor and the provision of instruction for the partners. The project funds are budgeted on the basis of the contract sum (planned budget) and revenues/expenditures are substantiated in the course of monitoring and in revenue and expenditure reports.

Quality assurance measures for target compliance include continuous documentation, progress reports and a clear distribution of roles between the partners. P1 (Schulungszentrum Fohnsdorf), who bears the major responsibility for this project, is in charge of project coordination and overall target compliance.

Illustration of the QA system during the complete project lifecycle:



5. Organisations

Partners	Organisations	Address
P1	SZF	Hauptstraße 69, 8753 Fohnsdorf, Österreich
P2	Dimitra ITD	Palaiologou 19, 41223 Larisa, Griechenland
P3	ITeE-PIB	Pułaskiego 6/10, 26-600 Radom, Polen
P4	School Center of Ptuj	Volkmerjeva cesta 19, 2250 Ptuj, Slowenien
P5	COOP	Mojmírovce 919, 951 15 Mojmírovce, Slowakei

6. Data of the project partners

Partner	Name	Email	Telefonr
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