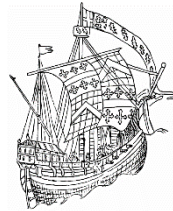


Result 1.2 Quality manual

Evaluation concepts and quality plans



Hanse-Parlament



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Content

1. Summary of the Project and Introduction	3
1.1 Project summary	3
1.2 Objectives, results and target groups.....	4
1.3 About the Quality Manual	5
2. Overview.....	7
3. Methods and goals of evaluation	8
3.1 Goals	8
3.2 Methods	8
4. Quality assurance and evaluation of educational measures	10
4.1 Train the Trainer Program	10
4.2 Two further vocational training courses	11
4.3 Further training program “Commercial Specialist in Sustainable Management”	11
4.4 Further training program “Energy Consultant”	12
4.5 Bachelor’s degree programs.....	12
5. Quality assurance and evaluation of processes	14
5.1 Planning and control mechanisms	14
5.2 Project Management.....	16
5.3 Transfer, implementation and dissemination	16

1. Summary of the Project and Introduction

The word *region* is defined as “an area, especially part of a country or the world having definable characteristics but not always fixed boundaries”¹. The Baltic Sea region (BSR) is particularly unique. While the Baltic Sea is the pivotal point defining much of the region’s characteristics and challenges, the countries are also extremely different. Geographically, they are divided between Northern, Western and Central/Eastern Europe, historically, they have been shaped by the East-West divide after the second world war. Nevertheless, given their proximity to the Baltic Sea, they have much in common.

The EU has acknowledged this by issuing the very first macro-regional strategy, the EU Baltic Sea Region Strategy in 2009. As most countries bordering the Baltic Sea were by then EU member states, it can well be considered the EU’s inland sea. The challenges, such as saving the sea, i.e. ensuring clear water, rich and healthy wildlife as well as clean and safe shipping, and the opportunities for a prosperous region through cooperation measures to increase innovation, deepen the single market by improving transportation systems, connecting energy markets and fighting trans-border crime together, make the region very distinct from other parts of the world. Therefore, “BSR integration is best understood as the way that European integration has been translated into this region, further deepening and leveraging access to the rest of Europe and the markets that the EU provides”²

Over the past 25 years, this region has become densely integrated, e.g. in the areas of trade, investment, labor mobility, transport and energy infrastructure as well as research collaboration. Furthermore, it demonstrates a broad landscape of robust cross-border organizations and collaborative efforts. Nevertheless, “companies do not look at the Baltic Sea Region as one integrated market in terms of their strategies. For most of them, the region remains a group of individually small markets within the EU, each with its different dynamics, rivals, and often even regulatory rules”³.

Keeping this in mind, the lack of comprehensive regional data collection is surprising. Therefore, as part of the Erasmus+ funded project “Promoting permeability through dual bachelor’s programs with integrated initial and further vocational training” (BA&VET), an analysis of the region’s demography, economy, and labour as well as education market has been conducted. The majority of the data is taken from the Eurostat database of the European Union. When needed additional sources, such as the OECD database, have been consulted as well.

1.1 Project summary

Objectives: What do you want to achieve by implementing the project?

- Increasing permeability between vocational and higher education
- Recruiting universities for tasks of further education in climate and environmental protection
- Providing excellently qualified entrepreneurs, managers and skilled workers and reducing the shortage of skilled workers to meet the challenges in climate and environmental protection
- Strengthening the productivity of SMEs through innovation support and R&D projects
- Promoting cooperation between SMEs and colleges/universities

Implementation: What activities are you going to implement?

- Analyses economy, education and labour markets and qualification needs
- Creation of solution models for 4 project countries

¹ Oxford Dictionary

² Skilling, David (2018). *The Baltic Sea Economies: Progress and Priorities*. Copenhagen: Baltic Development Forum, p.10.

³ Ibid., p.11

- Development and implementation of Train the Trainer program
- Development and implementation of 2 dual three-stage Bachelor's degree programs and 2 further trainings
- Implementation of R&D projects in SMEs
- Quality assurance for training measures and project implementation
- Dissemination, transfer of results and implementation consultation

Results: What project results and other outcomes do you expect your project to have?

- Result report of the analyses of the economy, education and labour markets and qualification needs
- Solution models for four project countries
- Complete train-the-trainer program
- Module manuals with all documentation for two dual three-stage Bachelor's programs in climate and environmental protection
- Two further education programs in climate and environmental protection
- R&D projects implemented in SMEs
- Quality manual and results reports
- Manual, result videos and broad regional transfer of results

1.2 Objectives, results and target groups

The main objectives of the project are as follows:

- a) Increasing the permeability between vocational education and training and higher education and thus promoting the attractiveness of vocational education and training
- b) Strengthening the recruitment of colleges/universities for the important tasks of continuing education in climate and environmental protection
- c) Providing highly qualified entrepreneurs, managers and skilled workers who, in addition to good theoretical knowledge, also have practical competences, skills and professional experience in climate and environmental protection and reducing the shortage of skilled workers to cope with the very large tasks in the energy, climate and environmental sector.
- d) Attracting entrepreneurs and executives who have all the skills to successfully run a company and perform high-quality tasks in climate and environmental protection
- e) Strengthening the productivity and competitiveness of enterprises through knowledge and technology transfer, promotion of innovation and implementation of manageable R&D projects
- f) promoting cooperation between SMEs and colleges/universities, strengthening colleges/universities to implement dual courses of study on climate and environmental protection, and promoting entrepreneurship in higher education.

In pursuit of these objectives, the following results will be achieved:

1. Analysis results on the economy, demography, education and labour markets as well as qualification needs in climate and environmental protection
2. Curriculum. Teaching materials, implementation report and evaluation concept and report for teacher training

Module handbook with integrated continuing education, teaching materials, examination regulations, implementation reports as well as evaluation concept and reports for a three-stage dual Bachelor's degree program:

3. Business Administration and Sustainable Management for SMEs

4. Management of Renewable Energy Technology in Buildings
5. Concept for promoting innovation by SMEs and evaluation concept and report
6. R&D projects carried out for SMEs
7. Concepts and report for the evaluation and quality assurance of qualifications and R&D subsidies as well as project implementation, transfer of results, implementations and implementation consultations

The primary target groups of the project are:

- a) school leavers who wish to combine vocational education and training with a bachelor's degree and thus receive excellent employment and professional career opportunities.
- b) students who are qualified in higher education and university and at the same time in a company and who are highly welcome in SMEs as managers and professionals or as independent entrepreneurs.
- c) owners, managers and specialists of SMEs who are qualified in continuing vocational training, acquire tailor-made competences and skills for high-quality activities in climate and environmental protection and achieve a recognized continuing vocational qualification.
- d) SMEs that attract suitably qualified young entrepreneurs, managers and specialists, receive innovation funding and carry out R&D projects together with colleges/universities.

The project addresses the following secondary target groups (beneficiaries):

- a) colleges and universities which, in order to expand their educational opportunities in climate and environmental protection, receive all the documents and materials for two new dual bachelor's degree programs in order to meet the labour market needs and the conditions of SMEs in particular.
- b) chambers and other vocational training institutions which attract strong young people to vocational training, receive curricula for continuing vocational training modules for the qualification of SMEs and their staff, and cooperate intensively with colleges/universities in teaching and innovation promotion.
- c) teachers, advisers and lecturers from chambers, other VET providers and colleges/universities who are qualified in Train the Trainer programs to provide high-quality further training, to carry out dual study courses in cooperation with companies as well as innovation promotion and R&D projects for SMEs at a high-quality level.

1.3 About the Quality Manual

A distinction is made between two types of evaluation and quality assurance.

1. Evaluation of the educational measures

This quality assurance is carried out specifically for each training measure in connection with the development, testing and completion of the respective training programs

2. Evaluation of the processes

Quality assurance is carried out for project implementation, overall management, transfer and implementation. The basis is formed by the objectives, tasks with content, cost and time specifications etc. of the partner agreement, the activity and dissemination plans, which are checked and updated monthly by a PP1 HP employee with many years of experience. If targets are not met, the partners concerned are informed and solutions are developed together. The monitoring results and updates to the plans are coordinated with all partners every six months. Cooperation, communication and the implementation of activities and events are evaluated by

PP1 through written and electronic surveys and personal interviews. The results are continuously fed into further work, resulting in a continuous improvement process.

For further evaluations of the cooperation, project management, transfers and implementation consultations, an external office is called in, which is particularly experienced in the implementation of international projects and also carries out surveys of the project partners, transfer recipients and evaluations of implementations.

Result 1.2 Quality manual, which is listed below, comprises the evaluation concepts and quality plans of the BA&VET project.

2. Overview

Quality assurance, evaluation and monitoring of three areas:

- Educational measures
- Transfer processes and implementations
- Quality assurance for the implementation of the project

Quality assurance and evaluation of educational measures occur in the Work Packages, in which qualifications be developed, tested and implemented (WP 2 to 5). The uniform procedures, processes and instruments for the implementation of this work shall be described in Work Package 1 "Evaluation". The results of quality assurance and evaluation shall be implemented directly into the individual educational measures.

Quality assurance and evaluation of the transfer processes, implementations and cooperation as well as the entire project implementation shall occur in Work Packages 1 "Project Management" and 6 "Dissemination & Implementation". As the work for these two areas is closely linked, the survey and analysis of the data shall be performed using identical methods and generally uniform work processes. Therefore, the implementation of the work shall be described for the uniform procedure, approaches and mechanisms for all three areas in Work Package 1 "Evaluation". Additionally, the results of the quality assurance and evaluation shall only be outlined for the transfer processes as well as the project implementation in WP 1 "Evaluation".

The following shall be outlined comprehensively:

- Methods and goals of evaluation
- Quality assurance and evaluation of educational measures
- Quality assurance and evaluation of transfer processes and the entire project implementation

3. Methods and goals of evaluation

Numerous evaluation methods and standards have been established on an international level. The comparison of applied methods shows that concerning the validity evaluation criteria play a significant role (cf. among others Widmer, Th., Evaluation: Ein systematisches Handbuch, Wiesbaden, 2009).

Depending on which criteria certain priority is assigned to, the evaluation results turn out correspondingly.

The same significance has the pragmatic direction. Therefore, the question: which goals have to be reached with the evaluation?

3.1 Goals

As a rule, the evaluation has the following goals:

1. It has to provide objectified knowledge about the progress (quantity and quality) of processes.
2. It serves the control of such processes and helps capturing the strong and the weak points. Therefore, it is an instrument of quality assurance.
3. It serves the legitimization. In other words, a successful evaluation is evidence of competence of the person responsible for the process being evaluated.
4. Transparency, to make a dialogue possible.

In order to achieve these goals, the evaluation was performed in a process-related and summative manner: process-related (also formative, development-related) in order to evaluate the quality of the project progress and if necessary, to make changes. The summative evaluation or evaluation of results serves the evaluation of the specified objectives within the framework of the project, final evaluation of impact and efficiency of the project lecturers management, of cooperation and transfer.

3.2 Methods

As a rule, it is reasonable to use a combination of qualitative and quantitative instruments for evaluations: "If one wants to ensure the availability of statements concerning relevant program conditions and impacts through the framework of mutually reinforcing evidence so the multiple methodical access providers, in general, a more comprehensive and informative picture than a monomethod approach" (Brandtstädter, Jochen (1990): Development during the course of life. Approaches and problems of lifespan development psychology. In: Mayer, Karl Ulrich (Hg.): Life courses and social transformation (special issue of the Cologne magazine for sociology and social psychology. Opladen: Westdeutscher Verlag.).

Whereas for the analysis of process-related data (program control, execution etc.) first of all qualitative survey methods are suitable, for the verification of achievement of the goals, of impact and causal assessment quantitative survey and evaluation methods have to be implemented (Stockmann, Reinhard: Was ist eine gute Evaluation. Saarbrücken: Centrum für Evaluation, 2002. (CEval-Arbeitspapiere; 9).

Within the framework of evaluations, the most frequently used methods are:

- Secondary analysis of available materials
- Guided interviews
- Standardized surveys or partly standardized surveys
- Case studies

Which methods are selected and implemented in particular depends on the central questions of evaluation discussed herein, therefore which goals and tasks are set, who performs the evaluation and which research paradigm must be the basis for this.

Within the framework of the present evaluation the mixed model – consolidation model – is implemented. According to the general description it means that first of all a quantitative survey/research is performed. The obtained data material is subsequently evaluated quantitatively, then it is followed by qualitative research method which is aimed at the consolidation of achieved results. So, it provides material for the interpretation of expected and unexpected effects and illustrates the results of quantitative studies on the basis of case examples.

Therefore, for the evaluation of the BA&VET project standardized as well as partly standardized surveys were used in the form of written questionnaires during planned and conducted partner workshops as well as an online survey. Complementary results were achieved after that with the help of guided interviews.

The secondary analysis of available materials was also included in the broadest sense, i. e. for the registration of framework data of the project the control instrument “Activity planning” and “Project application” were evaluated in order to capture project goals, terms and tasks of the project consortium and to take them into account during the implementation of separate evaluation steps and assessments.

4. Quality assurance and evaluation of educational measures

In the context of the project, the following educational measures shall be developed, tested, evaluated and implemented:

- ✓ In Work Package 2 Train the Trainer program for the qualification of teachers, consultants and university lecturers for the implementation of dual bachelor's degree courses, demanding further education as well as innovation promotion and R&D projects in and with SMEs.
- ✓ In Work Package 3 three stage dual study program "Business Administration & Sustainable Management for SMEs".
- ✓ In Work Package 3 further Training program "Commercial Specialist in Sustainable Management".
- ✓ In Work Package 4 three stage dual study program "Management of Renewable Energy Technology in Buildings".
- ✓ In Work Package 4 further Training program "Energy Consultant"
- ✓ In Work Package 5 Innovation funding and R&D projects with and in SMEs

Quality assurance for all professional educational measures shall follow EQAVET. The development of curricula for study program shall follow the guidelines of an official certification body.

Target groups and beneficiaries are SMEs, their owners, managers and specialists, youth and students. In order to completely understand their true requirements, representatives from SMEs as well as other target groups shall be engaged intensively. SMEs shall be included in technical discussions and practical testing as well as take part in workshops from the very beginning.

In order to cover differing national requirements, the educational measures developed as part of the project shall be tested in different countries through trials and evaluated scientifically using written participation surveys, interviews with participants, teachers and SMEs as well as accompanying observations.

Indicators include number of participants, distribution across industries, position in the company; satisfaction levels of the participants with lecturers, organization, documents, etc.; assessments of the lecturers; evaluations of SMEs regarding practical relevance; results of examinations and project work.

4.1 Train the Trainer Program

Partner 1 Hanse-Parlament shall develop the concept, curriculum and all instructional materials for a Train the Trainer Program for the qualification of teachers, consultants and university lecturers for the implementation of dual bachelor's degree courses, demanding further education as well as innovation promotion and R&D projects in and with SMEs by 31 August 2023.

A practical test of the Train the Trainer Program shall occur on 11 and 12 October 2023 in Hamburg with at least 15 participants from 4 countries, namely the advisor and teaching staff of all project partners. An implementation report shall be created by 30 November 2023.

Partner 4 Politechnika Gdanska shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 31 December 2023.

The revision and finalization of the educational product as well as the development of instructions for use for the future shall be completed on the basis of the evaluation results by 31 January 2024.

4.2 Two further vocational training courses

The project aims to promote work-based learning. Two SME-specific training programs are to be developed, tested, evaluated and completed:

- Commercial Specialist in Sustainable Management
- Energy Consultant

The individual training courses shall be oriented specifically for the needs of the "owner and management of SMEs" and "specialists of SMEs" target groups. The imparted teaching content is transferable between occupations. People from all professions as well as interested companies from all industries shall be approached. The learning results are found under EQF Level 5.

The curricula and teaching materials developed shall be tested and evaluated in different countries. In doing so, the development and finalization work shall take into account differing national requirements so that use in different countries is strongly encouraged.

4.3 Further training program "Commercial Specialist in Sustainable Management"

Partner 7 Berufliche Hochschule Hamburg together with Partner 4 Politechnika Gdanska shall develop the concept, curriculum and all teaching material until 31 December 2023.

A practical test of the training program must take place in the period from January to December 2024 in Poland by partner 6 Pomorska Izba Rzemieslnicza Malych i Srednich Przedsiębiorstw. Implementation reports should be prepared by 31 December 2024 at the latest.

Partner 3 Tallinna Tehnikaukool shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 31 January 2025.

The revision and finalization of the educational product as well as the development of instructions for use for the future shall be completed on the basis of the evaluation results by 31 March 2025.

4.4 Further training program “Energy Consultant”

Partner 2 Satakunta University together with Partner 7 Berufliche Hochschule Hamburg shall develop the concept, curriculum and all teaching material until 31 December 2023.

A practical test of the training program must take place in the period from January to December 2024 in Estonia by partner 5 Mtu Eesti Kaubandustuskoda. Implementation report should be prepared by 31 December 2024 at the latest.

Partner Partner 4 Politechnika Gdanska shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 31 January 2025.

The revision and finalization of the educational product as well as the development of instructions for use for the future shall be completed on the basis of the evaluation results by 31 May 2023.

4.5 Bachelor’s degree programs

As part of the project, module handbooks for two trial bachelor programs of study shall developed, tested, evaluated und implemented:

- Business Administration and Sustainable Management for SMEs
- Management of Renewable Energy Technology in Buildings

The learning results are found:

- a) For initial vocational training under EQF Level 4.
- b) For further vocational training under EQF Level 5.
- c) For Bachelor study under EQF Level 6.

Business Administration and Sustainable Management for SMEs

Partner 7 Berufliche Hochschule Hamburg together with Partner 4 Politechnika Gdanska shall develop the concept, curricula, module handbook and examination regulations until 31 October 2024.

A practical test of main modules of the study program take place in the period from September 2024 to July 2025 by partner 4 Politechnika Gdanska. Implementation report should be prepared by 31 July 2025 at the latest.

Partner 3 Tallinna Tehnikaulikool shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 15 August 2025.

The revision and finalization of the educational product as well as the development of instructions for use for the future shall be completed on the basis of the evaluation results by 30 September 2025.

Management of Renewable Energy Technology in Buildings

Partner 2 Satakunta University together with Partner 3 Tallinna Tehnikaulikool shall develop the concept, curricula, module handbook and examination regulations until 31 October 2024.

A practical test of main modules of the study program take place in the period from September 2024 to July 2025 by partner 3 Tallinna Tehnikaulikool. Implementation report should be prepared by 31 July 2025 at the latest.

Partner 4 Politechnika Gdanska shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 15 August 2025.

The revision and finalization of the educational product as well as the development of instructions for use for the future shall be completed on the basis of the evaluation results by 30 September 2025.

Implementation of innovation funding and R&D projects with and in SMEs

Institutions of higher education implement specific R&D tasks for and with individual SMEs for specific aspects of Sustainable Management and Renewable Building Energy Technology in the context of cooperation between institutions of higher education with SMEs. Requests and tasks come from the SMEs which participate in as the training partner for dual programs of study or from other SMEs through arrangements with their chamber of commerce. The results are the property of each SME. They shall only be used in this context and only with the agreement of other interested parties. Research activities of institutions of higher education during editing of the SME specific R&D tasks shall be considered part of the daily work of the company. Therefore, the R&D requirements of the company shall be included within the development work of the universities.

Partner 1 Hanse-Parlament shall develop a concept for the innovation promotion of SMEs until 31 August 2024.

Implementation of innovation funding and R&D projects take place in the period from September 2024 to July 2025 by PP2 SAMK, PP3 TUT, PP4 Gdansk Tech and PP7 BHH. Implementation reports should be prepared by 31 July 2025 at the latest.

Partner 2 Satakunta University shall develop an evaluation concept including surveys, in-person interviews and accompanying observation and will conduct the evaluation of the trial by 31 August 2025.

5. Quality assurance and evaluation of processes

Planning includes two areas of project implementation:

1. Processes of project implementation (see 5.2)
Quality assurance and evaluation of project management, partner meetings and further tasks in the context of Work Package 1 "Project Management".
2. Processes of Transfer and Implementation (see 5.3)
Quality assurance and evaluation of written and personnel transfer, individual implementation counselling as well as additional measures for distributing the project results in the Work Package 6 "Dissemination and Implementation".

As the planning and control mechanisms as well as the data collection and evaluation are identical for all two areas, the relevant planning that follows shall be the same for all.

Concerning the evaluation criteria which must be used in relation to the evaluated processes the opinions in the scientific literature diverge strongly. Often it is recommended to use checklists which contain up to 100 and more criteria according to which the processes can be evaluated.

To ensure the practicability of the evaluation but nevertheless to assess the results thoroughly the evaluation of the project implementation concentrated on four criteria.

1. The quality and the efficiency of management
2. The communication and the cooperation in the project consortium and in the Knowledge Alliance
3. The involvement of transfer recipients and success of transfer activities
4. The expected benefits of implementation of products developed within the framework of the project

According to international experiences with evaluations which are available first of all in the English-speaking countries a holistic (integral) evaluation of processes should have the priority.

During the evaluation of the registered data the focus was on the following criteria:

- a) How do project partners assess the cooperation in consortium and the project management of the Lead Partner?
- b) Have the expectations of the project partners been met?
- c) Did the management meet the requirements?
- d) How do transfer recipients assess their involvement and the transfer activities?
- e) What benefits do the developed products have for the project partners and the transfer recipients?

5.1 Planning and control mechanisms

The project uses four central planning and control mechanisms:

1. A binding agreement with
 - foundations of implementation
 - responsibilities and consequences of non-compliance
 - detailed description of goals, activities and envisaged results
 - tasks, obligations and budgets for each partner
 - binding rules of management and accounting statements

- uniform paperwork for work reports, registration of working times etc.

The agreement shall be developed by the Lead Partner at a workshop with input and votes from all partners and agreement from the Lead Partner and each individual projected partner by 31 January 2023.

2. A differentiated activity plan which sets out individual work steps, tasks, events, etc., until the end of the project
 - responsible and contributing partners
 - deadlines for implementation and execution
 - goals and expected results
 - all tests and implementation
 - quantity structures and quality criteria

This plan shall be created by the Lead Partner at a workshop along with all partners, who advise, vote on and adhere to a binding agreement. Therein after, the activity plan from the Lead Partner shall be monitored, updated and discussed at bi-annual workshops with all partners.

3. On the basis of a uniform foundation, each partner shall vote on a communication and dissemination plan from the Lead Partner with target groups, deadlines, indicators, obligations, dissemination measures etc.

An initial plan shall be created by all partners by 31 March 2023.

An initial record of all measures implemented and an update to the plan shall be created by all partners by 30 November 2024.

The final record of all measures implemented shall be created by all partners by 31 December 2025.

The communication and dissemination plan shall also be discussed at bi-annual workshops.

4. The Lead Partner shall develop a separate project accounting plan with sub-budgets for each partner and financial specifications for tasks undertaken. For this purpose, money for the expenses shall be reserved. The partners shall only receive payment when the agreed task has been completed and all receipts have been submitted.

The activity and dissemination plan as well as accounting are the central control and monitoring instruments with regards to achieving project goals, implementation of all activities, compliance with all deadlines, cost-effective implementation and financial development. Monitoring and accounting shall be run by an experienced employee of the Lead Partner, who is responsible for compliance with all requirements, assessments of invitations for tenders, cost efficiency, etc. In addition, the Lead Partner shall create an external tax consultancy office for monitoring and evaluation, which is also responsible for compliance with all requirements, fiscal accounts and cost efficiency. Planning and monitoring results shall be consulted at meetings where all partners are present. Large savings, greater cost efficiency, faithfulness to goals and deadlines and attaining greater quality shall be ensured with this approach.

5.2 Project Management

Partner 1 Hanse-Parlament shall be responsible for overall project management, which includes:

- Creation, coordination and completion of a partner agreement
- Creation and coordination of a differentiated activity plan for the entirety of the project period
- Development and coordination of a communication and dissemination program with each partner
- Creation and continual implementation of separate project accounting
- Bi-annual activity report and statements with all receipts from all partners
- Continual administrative and financial project management
- Creation and publication of 2 newsletters yearly

Securing communication and intensive bilateral exchange between the Lead Partner and project and associated partners

- Preparation, management and follow-up of at least six workshops with all project partners
- Preparation, management and follow-up of an international counselling and transfer conference
- Creation of mid- and final reports with project accounting

In addition to the data, results, etc. that result from the central planning and control mechanisms (see 5.1), the following sources of data shall also be used for the evaluation of project management:

- Written evaluation of each partner workshop
- Reoccurring, anonymous electronic survey of project and associated partners
- Comprehensive personal interviews with project and associated partners using external experts

The results of the evaluation shall be reviewed with all partners through workshops and used in additional projects, resulting in a continuous improvement process. A comprehensive project management evaluation report shall be created by Partner 1 Hanse-Parlament.

5.3 Transfer, implementation and dissemination

1. Development and agreement of a communication and dissemination plan individually for each partner with separate activities including transfer, counselling and further dissemination, target groups, deadlines, etc. (see 5.1)
2. Preparation of concepts, curricula, teaching materials and instructions for use for all educational and other measures developed as part of the programme as well as paper and electronic transfers for all direct and associated project partners from 13 countries as well as additional education institutions and stakeholders
 - Responsible: Partner 1 Hanse-Parlament
3. Individual implementation consulting for project and associated project partners from 13 countries as well as additional education institutions
 - Responsible: Partner 1 Hanse-Parlament
4. Creation of a book for all results of the project and distribution through a publisher

- Responsible: Partner 1 Hanse-Parlament
 - Publication by 30 November 2025
5. Implementation of measures for further dissemination
- Responsible: Partner 1 Hanse-Parlament with the involvement of all other partners
 - Complete results, materials, etc., shall be made available in three Internet platforms accessible to the public as well as on the websites of the project partners
 - The project results and its uses shall be reported intensively in at least three press conferences and at least six press releases.
 - Ongoing information for all project and associated partners on their own platforms and in member journals
 - Project and associated partners introduce the results of the project into the political decision-making processes of their daily business with special support of work-based learning
 - The project results, possibilities of use, etc. shall be presented in person to at least 18 third-party institutions, including universities and business forums, in different countries
 - Partner 1 Hanse-Parlament is an international organisation in numerous political committees and shall inform them about project goals and results, in order to further promote their inclusion in political decision-making processes.
 - In addition, seven result videos are to be created by 30 September 2025:
 - a) PP1 Video A “Overview Project” and Video B “Analysis Results & Train the Trainer Program”
 - b) PP7 BHH Video C “Study program Business Administration & Sustainable Management of SMEs”
 - c) PP4 Gdansk Tech Video D “Experience with the study programme Business Administration & Sustainable Management of SMEs and with innovation support for SMEs”
 - d) PP6 PCH Video E “Qualification needs, training program Sustainable Management and implementation experience”
 - e) PP2 SAMK Video F “Study program Management of Renewable Building Energy Technology”
 - f) PP3 TUT Video G “Experience with the study program Management of Renewable Building Energy Technology and with innovation support for SMEs”
 - g) PP5 ECCI Video H “Qualification needs, training program Energy Service Manager implementation experience”
 - An international consultation and transfer conference will also be held in Gdansk on 12 September 2025.

In addition to the data, results, etc. that result from the central planning and control mechanisms (see 5.1), the following sources of data shall also be used for the evaluation of transfer, implementation and deployment:

- Reoccurring, anonymous electronic survey of project and associated partners
- Comprehensive personal interviews with project and associated partners using external experts



The results of the evaluation shall be reviewed with all partners through workshops and used in additional projects, resulting in a continuous improvement process. A comprehensive transfer, implementation and deployment evaluation report shall be created by Partner 1 Hanse-Parlament.