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Economic Educational
Territorial-Structure



2C3273P1 ET-struct

Economic Educational Territorial – Structure

WORK PACKAGE 6

1. Joint Policy Guidelines and Action Plan ("ET-Strategy and Action")

and

2. "ET-Management" Concept

1st Draft

Outputs 6.1.1 and 6.2.1

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Introduction – Framework to WP6

The ET-*struct* project aims at an area that is critical to growth and employment potential. It aims to address essential issues surrounding a general lack of coherence between “the connection of the educational system to the leading edge of technology and business practices.” Here, there is often a lack of an effective matching process across the interfaces of:

- (1) policy-making
- (2) economy/labour market
- (3) education/training.

ET-*struct* partnership concentrates on the triple helical link and sets up permanent territorial management organisational structures (“ET-Management”), which will organisationally link the relevant policy, economic and educational partners/stakeholders in order to match and optimise work force qualifications with the needs of regional economies in an innovative, ongoing, dynamic, flexible, and systemic process. The permanent triple helical territorial structures will be in the ideal case linked at transnational level in a meta-structure (“ET-Joint-Management”), which will be arranged during implementation of WP6. This means that the many players involved in policy-making, economic development and education will work together regionally and at the same time at a transnational level with counterparts in other CE regions. In the context of Cohesion Policy this will:

- (a) promote a stronger integration of the territory by supporting the balanced and sustainable development of the territory;
- (b) reduce barrier effects through cross-border cooperation and exchange of best practices. The project idea, developed, tested and implemented during the project lifetime, will be transferable to any other CE region.

1. Executive Summary

a. Purpose

The purpose of this document is to describe the work that will be carried out in the final Work Package of the *ET-struct* project, Work Package 6 (WP6), and to present the first draft of two project core output documents which will be developed in this WP. The goal of the WP is to ensure the sustainability of *ET-struct's* core outputs, transnational as well as regional, after the project end and to bring all existing results and methodologies under one roof, which is built by the partnership. It will not only summarize the project results, but also suggest possibilities for future development and expansion across Central Europe. This will be achieved by the implementation of the regional “knowledge triangles” (management structures) in the partner regions.

The two important core output documents that will be developed in the WP are:

Core Output 6.1: The Joint Policy Guidelines and Action Plan – “ET-Strategy and Action”

Core Output 6.2: The “ET-Management” Concepts

The objective of WP6 is to „build and embed sustainable management links between public authorities, business and education for the benefit of regional economic development“. Without a tangible strategy and agreed upon success factors, this objective can hardly be achievable.

In particular, the core output document Joint Policy Guidelines and Action Plan (“ET-Strategy and Action”) is a transnational knowledge tool that shall serve as a blueprint, be transferable to other CE areas/regions and serve to promote the good practices and policies that are accepted in the *ET-struct* community. It will be supported greatly by the overall consensus of the partnership and will result in actual implementation of the *ET-struct* results at a transnational, as well as at a regional level.

For sustainability reasons, in the end the *ET-struct* partnership should be able to respond to the following essential questions:

1. What are the *ET-struct* products, who are the product owners/managers and for how long?
2. How are the future *ET-struct* related products financed?
3. How are the products promoted in the future?
4. Who are the users of the products and how will be these users serviced in the future?
5. How can the involvement of the key relevant stakeholders be maintained in the future?
6. Are there synergies with other projects of PPs in the region?
7. What are the formal project requirements by the EU?

QUESTION TO PP: IS THE PURPOSE OF THE GUIDELINES CLEAR TO YOU? IF NOT, PLEASE SPECIFY.

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b. Description

ET-struct final project Work Package, Work Package 6, has two Core Outputs which aim at securing the sustainability of the project outputs for the partner regions involved in the project after project lifetime and propose added value for other European regions who were not involved in the project but who would like to use the ET-struct project outputs to strengthen the “knowledge triangles” in their own regions.

The two CORE OUTPUTS are:

1) **ET-Strategy and Action** – formulated in a Joint Partner Policy Guidelines and Actions Plan, it is a transnational knowledge tool for the whole partnership, which describes what steps have to be taken to engage key relevant stakeholders (and ideally shareholders) from education & training / labour market / policy in order to establish permanent territorial, organisational management structures (“ET-Management”). This strategy and related action plan will be jointly developed and adopted by all partners involved in ET-struct in close cooperation with the key relevant stakeholders. In addition, they are thought to be transferable to other CE areas/regions.

2) **ET-Management** (Territorial Management Systems) – during project lifetime, every partner region will establish its regional system combining education, economy and policy. Organisational and financing schemes will be investigated during the project's lifetime in order to prepare the Management system to become a self-standing body that will further use and develop the strategies and tools developed after the project's lifetime.

c. Workplan / Timeframe

Starting in May 2011, back-to-back to Steering Committee Meeting 3, PPs have been introduced to the first draft of the Joint Policy Guidelines and Action Plan, a “blueprint” for the setting up and implementation of permanent territorial organisational and management structures linking education, economy and policy. Based on feedback and the interim evaluation of the Joint Policy Guidelines and Action Plan, the concept will be revised. After the validation of the concept through regional workshops a 2nd Draft will be completed in Septmeber 2011. The final version will be completed in September 2012 after the results of the evaluation process which will be carried out in Work Package 5 have been processed.

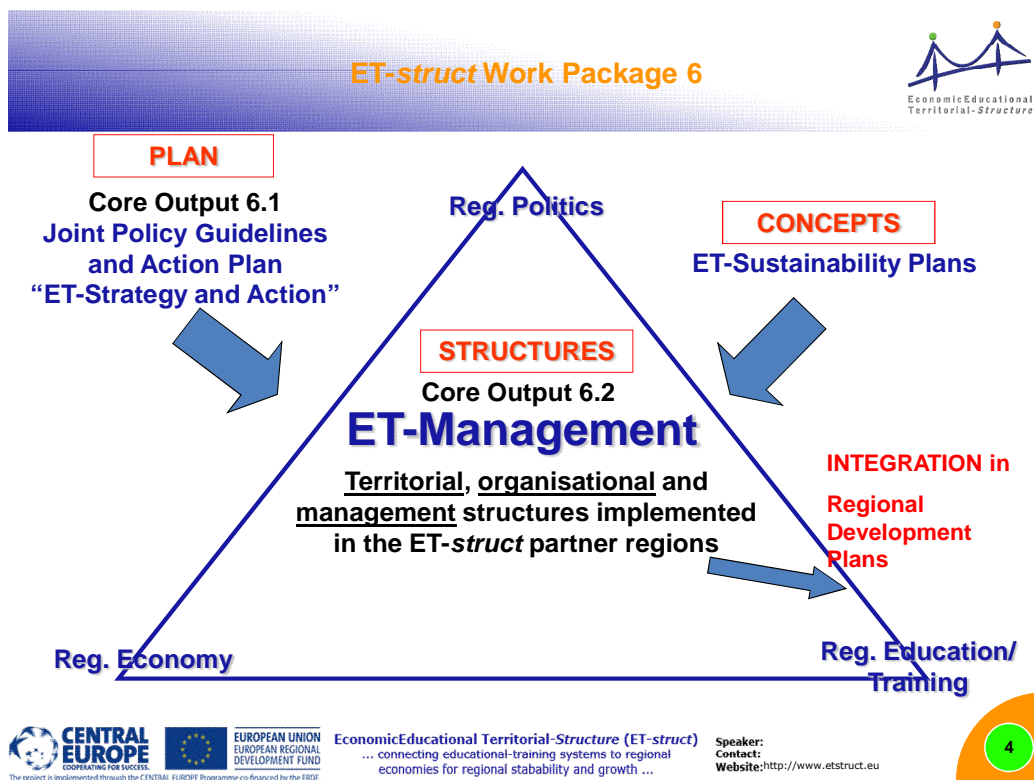
As a final project output in December 2012, and based on the ET-Strategy and Action (Joint Policy Guidelines and Action Plan), ET-Management structures will be implemented in the ET-struct regions as Core Output 6.2. The ET-Management structures will be integrated in concrete policy level, e.g. into regional or local development plans. The way of doing so will be discussed within WP6.

ET-Strategy and Action
(Joint Policy Guidelines and Action Plan)



ET-Management
(Territorial Management System based on ET-Sustainability Plans)

Scheme: Work Package 6 in a nutshell



QUESTIONS FOR PP:

1/ DO YOU ALREADY HAVE A PLAN HOW TO ESTABLISH (OR STRENGTHEN) ET-MANAGEMENT STRUCTURE IN YOUR REGION OR WILL YOU TAKE ADVANTAGE OF ET-STRATEGY AND ACTION?

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2/ DO YOU HAVE THE POSSIBILITY TO INTEGRATE ET-STRUCT IN YOUR REGIONAL/LOCAL DEVELOPMENT PLANS?

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d. Users of the Guidelines

The transnational knowledge tool (“blueprint”), the Joint Policy Guidelines and Action Plan - “ET-Strategy and Action” (Core Output 6.1) – will be jointly developed by all the ET-struct partners in close cooperation with their own key relevant regional stakeholders from policy / labour market / and education & training. It is important to involve key stakeholders already in the development phase as they should rather become “**committed shareholders**” in later stages. These shareholders should have the competence and also willingness to make decisions within the “knowledge triangles”.

Similarly, it will be used by the ET-struct project partners in close cooperation with their key relevant regional stakeholders as a basis for establishing the permanent territorial management and organizational structures based on regional ET-Management Concepts (Core Output 6.2) and preparing steps for assuring sustainability of ET-struct results in their respective regions.

Associated partners, and international stakeholders (EU, think-tanks etc.) will also be introduced and have access to this strategic document.

QUESTION TO PP: DO YOU AGREE WITH THE SUGGESTED GROUPS OF USERS? IF NOT, WHAT GROUPS WOULD YOU TARGET WITH THIS STRATEGIC DOCUMENT?

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2. Transnational Core Outputs

This chapter presents key information on transnational core outputs from ET-struct’s content work packages. Descriptions always include purpose of the output, methodology used, communication channels, problems faced, and experience with transnational use and implementation. The reason for this compilation is to have a clear overview of the outputs and allow for their long-term maintenance and growth even after the project lifetime by whomever in charge. Some processes of reaching the final outputs will have to be repeated to ensure sustainability.

Leaders of Work Packages will be kindly requested to give their inputs as they are the knowledge base for each WP. Maximum of 3-4 pages will be devoted to each of the core outputs.

QUESTION TO WPLs: ARE YOU ABLE TO COVER ISSUES SUGGESTED IN THIS OUTLINE? IS THERE ANYTHING IMPORTANT MISSING FROM YOUR POINT OF VIEW THAT YOU CONSIDER ESSENTIAL IN ASSURING SUSTAINABILITY?

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2.1 ET-Inventory

(to be elaborated by WP3 Leader)

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with transnational use

2.2 ET-Academy

(to be elaborated by WP4 Leader)

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with transnational use

2.3 ET-LearnTrain

(to be elaborated by WP4/WP5 Leader)

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with transnational use

2.4 ET-Strategy and Action

(to be elaborated by WP6 Leader)

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with transnational use

2.5 ET-Management

(to be elaborated by WP6 leader)

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with transnational use

3. Regional Core Outputs

This chapter presents key information on regional core outputs from ET-struct's content work packages, e.g. regional surveys, training modules, regional management structures etc. Descriptions will include:

- a. purpose of the output
- b. methodology used
- c. communication channels
- d. problems faced
- e. experience with regional use

In this case, involvement of all PPs is expected as they know the most about their regional situations. We will discuss both the starting points and final results.

QUESTION TO PPs: ARE YOU ABLE TO COVER ISSUES SUGGESTED IN THIS OUTLINE? IS THERE ANYTHING IMPORTANT MISSING FROM YOUR POINT OF VIEW?

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4. Permanent Territorial Structures

The chapter is to identify and present a database of key relevant stakeholders / shareholders in each region (PPs inputs) who will likely become members of the permanent territorial structures. It will also suggest their roles in these structures for:

A/ sustainability and commitment of each territorial regional structure (how to keep the key relevant stakeholders interested)

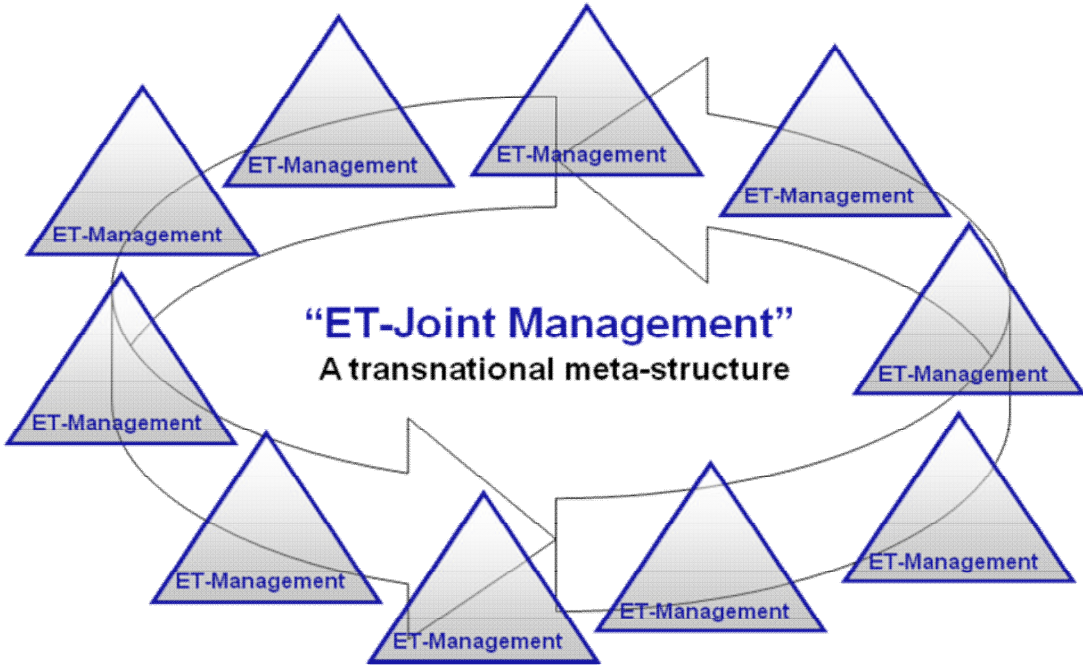
B/ management of the structure (who will take the lead and what competences will he/she have)

C/ communication with and among key relevant stakeholders (what communication channels are the most suitable – meetings, conferences, web-based tools etc.)

D/ integration in regional development plans (how to access regional/local development plans)

E/ connectivity in the “meta-structure” entitled Joint Management (possible roles of the international community in running the regional triangles)

Scheme: Ideal Final Outcome of ET-Joint Management (meta-structure)



QUESTION TO PPs: IN ORDER TO ESTABLISH AND MANAGE YOUR REGIONAL “TRIANGLE”, WHAT WILL KIND OF INFORMATION WILL YOU NEED BESIDES WHAT IS OUTLINED IN THIS CHAPTER?

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5. ET-struct SWOT Analysis

SWOT analysis is used to define strengths, weaknesses, opportunities and threats that the ET-struct permanent structures will have to keep in mind. Strengths and weakness are internal factors. Opportunities and threats result from the external environment. Often, there is a thin line between strength and opportunities and weakness and threats, but we must be aware of all four. SWOT analysis is a well-known method but should not be overrated. For our purposes, it is to create a platform for discussion about ET-struct as a whole and the perception of individual partners.

SWOT will be: 1/ created for the whole project, and then 2/ tailor-made for each region. Each region will have a different SWOT. The guidelines will provide methodology only.

We have started at our joint session in Venice, your first ideas will be posted in the ET-struct member area and you will have a chance to further work on it and discuss it with stakeholders (btw. This could be a good point for the agenda of the regional workshop you will be organizing in September..)

STRENGTHS	WEAKNESSES
1. Existing partnership 2. 3.	1. Missing references 2. 3.
OPPORTUNITIES	THREATS
1. Increasing role of policy makers 2. 3.	1. Growing competition 2. 3.

QUESTION TO PPs: DO YOU AGREE WITH USE OF THIS SIMPLE ANALYTICAL METHOD TO BETTER UNDERSTAND AND PRESENT YOUR REGIONAL SITUATION IN IMPLEMENTING AND SUSTAINING “THE TRINGLE”?

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6. Sustainability of Results

This chapter summarizes institutional, financial, functional and formal sustainability of ET-struct results. It helps to find answers to the questions posed in Chapter 1 and contributes to delivery of an ET-struct Sustainability Plan.

It also elaborates the question of possible certification of some of learning programmes as well as eventual commercialization of products developed by ET-struct.

In order to ensure sustainability, we should be continuously asking the following questions (*taken from former Chapter on potential use of the BSC method*)

- 1. What is the ET-struct vision?
- 2. Who are ET-struct customers/clients?
- 3. Who is running ET-struct products and services and what qualities should this organization have?
- 4. How do we generate finance for running / sustaining ET-struct?
- 5. What infrastructure, equipment or tools do we need to run ET-struct products?
- 6. How do we create added value to ET-struct beneficiaries?
- 7. What particular projects are being developed in each region to support the ET-struct vision?

The simple picture below describes 4 perspectives that should be taken into consideration:



REQUEST TO PPS: PLEASE SHARE YOUR VIEWS OR COMMENTS

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7. Future Perspectives and Closure

This chapter describes link to current EU policies and summarizes the overall achievements of ET-struct. It also presents summary of individual management concepts in each region (similarly as in final report of WP3)

REQUEST TO PPs: PLEASE SHARE YOUR COMMENTS

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GENERAL QUESTIONS TO PPs: NOW THAT YOU KNOW WHAT IS EXPECTED IN WP6, DO YOU PLAN TO INVOLVE EXTERNAL EXPERTS? IF SO, WHAT WILL BE THEIR ROLE?

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