



T6.2 – ALLVIEW Blueprint design

D6.4 – Memorandum of Understanding

Version 3.1





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1

Purpose and Framework

1. Purpose and Framework

This document intends to provide clarity on the purpose of and help in the establishment of Regional Stakeholder Groups (RSG) in the framework of WP6 – ‘Blueprint in the Furniture and Wood Sector’. As it is the overarching goal of WP6 to develop a long-term plan for solving the skills gaps in the furniture and wood sector, both at the European and at the regional level, it is essential to bring together all relevant stakeholders in each region, to connect them, and to ensure long lasting cooperation between them. All of this will feed into and inform the policy recommendations that ALLVIEW will produce.

1.1 The Blueprint Methodology

The framework to achieve these goals, on which WP6 leans, is the “Blueprint for Sectoral Cooperation on Skills”. Blueprints for Sectoral Cooperation on Skills are a relatively new framework for strategic cooperation between key stakeholders – first launched by the European Commission in 2016 – that aim to address short and medium-term skills needs in a given economic sector. Their goals are to develop sectoral skills strategies and concrete actions, such as new or updated vocational education and training. The operational basis of this Blueprint methodology is to bring together all relevant stakeholders into partnerships – called “Alliances for Sectoral Cooperation for Skills” – who collectively i) identify and analyse skills shortages, ii) develop skills strategies, iii) develop transnational vocational education and training, and iv) long-term action plans for their rollout. To this end, Regional Stakeholder Groups have to be founded.

Following the Blueprint methodology as featured by the European Commission, the first step is to gather and analyse evidence of skills shortages and trends in a given sector. Although skills needs were already analysed prior to the start of ALLVIEW – resulting in the project’s special focus on the three thematic fields of Industry 4.0, Ambient Assisted Living and Corporate Social Responsibility (including Circular Economy) – WP6 needs to first lay the foundation for further action. This will be done by analysing the ‘State of the Art of Current Furniture & Wood Education Policies in Europe’, which is the purpose of T6.1, the ‘SWOT Analyses and Mappings’ (D6.1), as well as the three identified ‘Best Practices’ (D6.2) in each partner region.

1.2 Regional Stakeholder Workshops and Groups

It was the original intention of the proposal to facilitate these first tasks with the organisation of Regional Stakeholder Workshops (RSW), whose goals would have been to present the ALLVIEW project to the relevant regional stakeholders and to gather their feedback and input on the issues of SWOT Analysis and identification of Best Practices. However, as decided during the 2nd Consortium Meeting at the beginning of June 2021, the organisation of these Regional Stakeholder Workshops is not compulsory for the completion of 6.1. Another intention of the RSWs was to facilitate the establishment of the Regional Stakeholder Groups. Please note that the Workshops (one-time introductory events) are not the same thing as the Groups (regularly meeting forums for discussion), though they address the same regional stakeholders. As such, care should be taken not to confuse them. While the RSWs are not compulsory, the RSGs are indeed necessary for completion of WP6.



As the project proposal describes the RSGs: “The aim of these groups will be to reach convergence on common lines regarding skills gaps” (p. 120).

As you know best, various different stakeholders are associated with the skills needs in a given sector, which is why the partnerships need to include a wide range of stakeholders, such as business, trade unions, research institutions, education and training institutions, and public authorities. The project proposal states regarding the composition of the RSGs:

The composition of those groups will need at least the participation of a policy maker or VET authority, a representative of education (preferably TVET) and sectoral representatives such as industrial associations or unions. The regional stakeholder groups will involve higher education/universities to guarantee the coordination of the education at all levels. The presence of technological innovation centers and applied research organisation will be advisable. (p.120)

However, as we also discussed during the 2nd Consortium Meeting, these specifications are not absolute. You, as experts on the field and as regional stakeholders yourselves, know best who the most relevant stakeholders in your regions are. Please plan on establishing your RSG according to that knowledge, rather than strictly following the proposals description. The Mapping exercise and the provided database that you can find on the WP6 channel on Teams are meant to help you in this.

1.3 The Tasks and Deliverables of WP6

As mentioned, it is the specific aim of the RSGs to reach a common understanding regarding skills gaps in the furniture and wood sector in each region, as well as the existing skills at regional and national level. This is why T6.2 (M6-M18) asks for the following two deliverables: D6.3 ‘Minutes of Constitution of Working Group of Stakeholders’, and D6.4 ‘Memorandum of Understanding’ (for a colour-coded visualisation of which Tasks include which Deliverables, please see the flowchart included further down this document). The minutes will comprise, “an initial agreement of the objectives of the working group, its governance, the results that will be achieved and the actions after the 4 years of the project” (p. 147). Concerning the memorandum, the proposal specifies: “Each region will develop its own improved governance that will be established by the signature of a memorandum of understanding. All the regions taking part in the project will establish additional bilateral and multilateral agreements with the other regions taking part in the consortium.” In time, we will provide you with templates for these deliverables. The project proposal also states that the stakeholder groups will meet at least two times per year. Again, it was decided during the 2nd Consortium Meeting that you should make the decision yourselves on how often to meet based on your own specific needs and your estimations.

The second step of the Blueprint methodology, as envisioned by the European Commission, foresees the development of sectoral skills strategies. T6.2 and T6.3 are in line with this step. In their further preparation, at least two ‘Roll-out Events for Sectoral Cooperation on Furniture & Wood Skills’ are foreseen to take place in each partner region (M19-M30; also: D6.5 ‘National Roll-out Events’). Their aim is to gather information and discuss the future outputs that the WP will produce (D6.6 ‘Comprehensive EU guide’ & D6.7 ‘Regional action plans’). The reports produced after each of the roll-out events will provide the basis for the design of D6.6, which in turn will form the basis of D6.7. EURADA will then compile the individual reports into a comprehensive report with EU scope (D6.6 ‘Comprehensive EU Guide’). This way, the analyses done by the individual Regional Stakeholder Groups will affect both the Regional and the European level.



In order to make the transition from analysis to concrete action, the Blueprint methodology then foresees as its next step the design of training curricula and action plans for their rollout. In ALLVIEW, this transition is the goal of T6.4 (M31-M38). As already mentioned, it's aim is to develop regional action plans, which shall, in collaboration with the respective regional policy makers, lead the way towards necessary changes in the policy instruments regarding the furniture & wood sector and towards the adoption of the new VET curricula strategies, developed by ALLVIEW. The deliverable of this task is D6.7 'Regional Action Plans'.

The final step of the Blueprint methodology is the implementation of the new or updated vocational education and training. T6.5 is about the 'Recognition and Validation of the New Curricula' (M39-M48). This will be done with special regard to the various regional Smart Specialisation Strategies. The final deliverable of WP6 is therefore D6.8 'Recognition and Validation Strategy'.

1.3 The Flowchart



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How to: Regional Stakeholder Group

2. How to: Regional Stakeholder Group

The brief overview of WP6 helps to better understand the purpose of the Regional Stakeholder Groups, how the individual tasks of the WP consecutively build upon each other, and how those tasks make the establishment of the RSGs an absolute necessity. Partners were also provided with additional information and guidance on how to establish local Regional Stakeholder Groups. The main guidelines are illustrated below.

2.1 Who to invite

As mentioned above, the structure of the individual RSGs can vary, based on the particular needs and circumstances of each region, but they should be linked to the principle of multilevel governance of the EU structural policy and funds (ERDF, ESF, CF). Each RSG should make an effort to include relevant stakeholders such as (list non-exhaustive):

- Public Authorities
- Business Representatives (e.g., industrial associations)
- Clusters
- Accelerators, Incubators, Investors
- Chambers of Commerce
- Trade Unions
- Academia, Vocational Training Institutes, Schools
- Research Institutions and Technology Centres
- Authorised Representatives of the ESIF regional managing authorities:
 - ERDF (see: https://ec.europa.eu/regional_policy/en/atlas/managing-authorities);
 - ESF (see: <https://ec.europa.eu/esf/main.jsp?catId=45&langId=en>);
 - CF (see: https://ec.europa.eu/regional_policy/en/atlas/managing-authorities).

2.2 How to justify their participation

When it comes to inviting such organisations listed above to join your Regional Stakeholder Group, it will be necessary to present the RSG in a way that makes it appealing to them to join. It is of course advisable to tailor your approach to each invited stakeholder based on your relationship with them and what their priorities are. However, a few things stand out as good general justifications for joining the RSGs.

Perhaps the most effective selling point for your RSG will be the aim of the project to close the skills gap in the wood and furniture sector, which they should have a vested interest in. You may wish to add that their opinions will help inform the development of strategies to solve the skills gap. Thereby the skills recommendations developed by ALLVIEW will be aligned to the specific needs not only of the wood & furniture sector, but also of regional policy.

Another argument to bring forth is the European scope of the project. You may stress that, through this scope, your regional stakeholders will be able to profit from analysis and knowledge gathered at the European level and to enable cooperation with other stakeholders and to exchange best practices. Involvement in the RSGs would allow continued benchmarking with other regions that are working on the same issues and are carrying out similar exercises and thereby offer a framework for international cooperation both during the project and beyond its official end.

The European scope of the project also explains why it might be important to include the management authorities of European funds in your region. This would enable your stakeholders to establish priorities for the use of these funds. Another important element to consider during the establishment of your Regional Stakeholder Groups are therefore also the regional and national Smart Specialisation Strategies (S3) and the Research and Innovation Strategies for Smart Specialisation (RIS3) of your territory and the initiatives deriving from them. These strategies influence the particular interests of each specific region. More information on such strategies can be found here.

A third argument to make is that during the course of ALLVIEW, multiple dissemination workshops and events (also including non-project participants) will be organised, which might be interesting for your stakeholders and from which they might directly or indirectly benefit by taking part in the RSG.

2.3 What to discuss

In a previous document, we've also provided you with some questions that may foster the debate in your RSGs. For easy and quick reference:

- How do the education policies in our region affect the F&W sector?
- How does the legal and administrative context affect the regional F&W sector?
- What is the situation like in relation to I4.0, AAL and CSR (+CE)?
- What are our regional assets (e.g., strong forestry sector and a top-notch technology centre)?
- Do we have a culture of innovation?
- How do different stakeholders work together? Is there cross-fertilisation of activities and sectors?
- Do we have specific research or industrial infrastructure, clusters, business parks, etc?
- What are the current and anticipated shortages and mismatches of F&W skills and policies?
- How can we tackle these?
- In what way could policies better accommodate these topics around F&W?
- Is there a way to forge synergies between the EU funds and other private or public initiatives?

2.4 The Example of WOODWIZE's RSG

Jeroen from WOODWIZE has been so kind as to provide us with an example of how they envision to establish their Regional Stakeholder Group, based on their many existing partnerships and agreements. We hope that this example will provide you with inspiration and a clearer picture as to help you in your own endeavours, too.

WOODWIZE's Stakeholder Group will comprise the sectorial social partners: the employers' organisations Fedustria, Houtunie, and the Belgian Confederation Wood, plus the three official trade unions ACV BIE, AC ABVV, and ACLVB, as well as their educational partners: VET, CVET, and the regional public employment services VDAB and FoREM. Since the sectorial social partners are the same as WOODWIZE's board members, they already meet every month. WOODWIZE meets

the educational partners in regional working groups in Flanders and Wallonia around 3 times per educational year.

In addition to this, WOODWIZE is part of the "sectorial partnership for the wood and furniture industry", that is recognised by the regional Flemish/Wallonian/Federation Brussels-Wallonia Governments. In these meetings (2-3 times/year), all of the above-named stakeholders are brought together, in addition to some representatives from the regional Ministry of Work and Ministry of Education, in order to discuss educational matters for the wood and furniture sector, such as dual learning, reform of secondary education, and all other things regarding initial and continuous VET in their sector.

On top of that, and based on the discussions in these stakeholder groups (of social partners, educational partners, public employment services, plus regional ministries), WOODWIZE has a 2-year agreement (a so-called "sectorconvenant") with the Flemish Government on 3 bigger themes:

- the link between education and the labour market;
- lifelong learning;
- inclusion and actions to prevent discrimination on the labour market.

On each of these themes, they define sectoral priorities and actions that they plan to do in the next two years. With the Walloon Region, WOODWIZE has a more general agreement on education (VET), one agreement on Dual Learning, as well as one on Lifelong Learning. Here, they work with an ongoing process and action plan.

These preconditions are the basis for WOODWIZE's Regional Stakeholder Group and the future Regional Action Plan.

3

A Sectoral community of intent

3.A Sectoral community of intent

Regional Stakeholder Groups (RSGs) play a strategic guiding role in collecting feedback and impressions from policy makers to draw a common strategy aimed at promoting excellence in training in the short term and furthermore to develop long-term plans at EU and Regional level for solving the skills gaps in the Furniture and Wood manufacturing sector.

As a general rule, partners are normally involved in local initiatives to promote, boost and support the excellence of the VET system for increasing the competitiveness of the woodworking and furniture industry.

The groups are integrated ensembles of company representatives, local and regional institutions, training system representatives and R&D actors. Each member is fully engaged with the conviction of a network strategy that may transform the European sectorial VET system and are self-conscious of the real effectiveness for engaging any possible third party and create a sound network.

3.1 Common goals

ALLVIEW partners involved in Task 6.2 have brought together stakeholders with the intent of forming a strategic partnership helping identify skills shortages and develop strategies and action plans. Partners belonging to a common Member state have jointly worked to identify all relevant stakeholders, including government agencies, educational institutions, industry associations, businesses, and community organizations. Then stakeholders have been categorized based on their influence and interest in the project.

Meetings with the local stakeholders groups have been scheduled regularly having in mind their overall objectives: the primary goal is to reach consensus on common lines regarding skills gaps in the sector concerned. Partners have been acting as skilled facilitators guiding the group discussions and ensuring that the groups stay focused on their objectives. Through the groups members have acquired relevant data, reports, and information about skills gaps to be overcome. This is serving as a foundation for discussions and members are continuously encouraged to share insights, experiences, and perspectives.

These local-based groups pursue the common intent of:

- a. using participatory methods (e.g., roundtable discussions, workshops, brainstorming sessions) that **engage all members in decision-making** and facilitate conversations;
- b. ensuring that the curricula in VET schools are **closely aligned with industry needs** and collaborating to review and update curricula, with the aim to incorporate the latest skills, technologies, and competencies required by employers;
- c. ensuring that there are clear pathways for students to **transition between vocational education and higher education** is essential. The group could work on policies or programs that support these transitions, such as credit transfer systems or partnerships between institutions;
- d. exploring ways to encourage **ongoing education and training for workers** (lifelong Learning and Upskilling) to adapt to new industries or technologies as the labor market evolves;

- e. prioritizing policies that ensure education and training opportunities are **accessible to all**, including marginalized groups, as well as promoting equal opportunities and addressing barriers such as cost, location, or disability.

Last but not least, the common intent is to work closely with public authorities to align the group's work with national or regional policies, such as education reform agendas, skills strategies, or digitalization efforts. If the case, also to identify and leverage funding opportunities (e.g., grants, EU funds, national education budgets) that can support the initiatives developed by the target organisations.

3.3 ALLVIEW practical tips

To define new learning objectives according to industrial trends the most relevant aspect is to consider factors such as job roles, experience levels, and specific needs evolving with the market. The target audience for the training programmes may vary accordingly but objectives and goals shall be clearly outlined as well as the structure of training curricula.

It appears strategic to develop contents divided in modules, ensuring it is relevant, up-to-date, and aligned with the learning objectives, especially if incorporating a variety of interactive learning methods, such as workshops, case studies, role-playing, and practical exercises. The use of technology and multimedia to enhance engagement is approved too.

Assessment methods are encouraged to measure participants' understanding and the effective application of the training contents. Assessment is based on pre-defined evaluation criteria. Feedback mechanisms are expected to be integrated within training sessions to allow participants to provide input and ask questions as a way to gather feedback after each session to make real-time adjustments. In these operations subject matter experts are strategic in the development process to ensure accuracy and relevance, including guest speakers or industry professionals for specific topics. Never forget to customize the training content to accommodate diverse learning styles, backgrounds, and skill levels within the target audience as well as to identify the right resources required in training including trainers, materials, technology, facilities and general logistics.

A good practice is pilot testing, i.e. conducting a pilot test of the training program with a small group to identify any issues and gather feedback. Pilot results can be used to make necessary adjustments before the full rollout which will be developed through a detailed action plan of the steps for the rollout of the training program, including timelines, responsibilities, and key milestones.

Target groups shall be aware of the training opportunities through effective communication plans in which the benefits and the relevance of the training shall generate interest. But even more important is to provide post-training resources, support, or follow-up sessions to reinforce learning and address any remaining questions or challenges. Last but not least, it is worth gathering feedback from participants and stakeholders to identify areas for improvement and using insights from the evaluation to enhance future training initiatives. By following these steps, ALLVIEW centres of excellence in the Wood and Furniture sector may acquire the valid prestige to become the most recognised key player in Europe.

The groups have been achieving consensus on common approaches above to address skills gaps. The consortium kept ongoing and involving a systematic and strategic approach for the rollout of

training curricula and developing action plans. Continuous needs assessment is recommended by conducting surveys, interviews, or focus groups with new stakeholders to gather further input on training needs.

3.4 The implementation process

Partner organizations involved in WP6 have been accomplishing tasks related to the release of the most strategic deliverables related with the engagement of their main local stakeholders. Their purpose was to give relevant contribution to the Blueprint built in the framework of the ALLVIEW project, which is expected to have an upgrading effect into VET regional plans that may contribute to the achievement of the above goals on policy making.

Even if weaknesses have been encountered on the way successful collaboration among partners has been fostered and significant desired outcomes have been achieved. Regular communication, documentation sharing, management and evaluation of tasks were the key tasks implied by EURADA's role as workpackage leader. Continuous improvement and overcoming barriers are seen as the key elements in the success of any collaborative effort.

As it is stated and detailed in D6.3 – Minutes of constitution of Stakeholder Working groups, partners have reached a well balanced number of target organisations (see D6.3 for full list). They involve a diverse range of participants, including VET (Vocational Education and Training) schools, associations, VET/HE (Higher Education) institutions, trade unions, and public authorities. This likely reflects a collaborative approach to addressing issues in the education and training sector for the benefit of the W&F industry, particularly related to vocational and higher education.

Such a diverse group of stakeholders can bring valuable perspectives and expertise to the table. VET schools and institutions can offer insights into curriculum and training needs, associations can provide industry and employer perspectives, trade unions can advocate for workers' rights and fair conditions, while public authorities can ensure that policies align with national or regional goals. These working groups are typically aimed at improving policy frameworks, creating relevant training programs, and ensuring that educational outcomes align with labor market demands. MoUs represent the formal agreement of stakeholders' complementary roles as follows:

- **VET Schools and Institutions:** Provide insights on the current education and training landscape, the effectiveness of curricula, and student needs.
- **Associations and Employers:** Represent industry needs and identify skill gaps that need addressing to ensure employability.
- **VET/HE Institutions:** Ensure that there is a bridge between vocational and higher education, promoting pathways for students to continue learning and upskill.
- **Trade Unions:** Advocate for workers' rights, ensuring that training is fair and equitable and that it leads to good employment conditions.
- **Public Authorities:** Help to align the outcomes with national policies, regulations, and funding opportunities.

The work was relevant to bring out the most outstanding references and common thoughts shared by parties in each country. Through roll-out events and wide and open discussion the working groups have defined valuable fundamentals for guiding future VET policies in the wood and furniture industry.

Year III in the project rolling schedule brought wide comprehension of the state-of-the-art in the sector in Europe and put some highlight on the essential assets needed to improve training pathways either for new upcoming generations or for upskilling and reskilling programmes within industry. Basically, this happened throughout global coordination of WP6 partners concerning their interaction with local stakeholders and their regular contacts in the framework of events and RSG (regional stakeholder groups) meetings.

Creating a comprehensive blueprint is essential for efficient production and delivering high-quality furniture products in the wood and furniture industry, as a way to enhance the competitiveness of the companies and of the sector in Europe in the whole. Thus, year III has been devoted to identify contents worth to be wrapped up in the Comprehensive EU Guide (D6.6) now available as a public document. The guide intends to be a reference for all stakeholders involved in the manufacturing process, from designers and engineers to production teams and quality control personnel but mainly for VET practitioners, mainly head of schools, teachers and HR managers in companies and last but not least European sectoral policy makers.

The guide is the mirror of the continuous debate in the framework of the project, that is a compendium of key notes guiding beneficiaries through the trends in Europe towards a more competitive and sustainable W&F industry. The guide serves also to demonstrate how ALLVIEW is to become the Excellence Center for Vocational Training in Europe (findings, outputs and tools developed) and how stakeholders and decision makers can support the ultimate goal and accompany training systems to meet the demand through better policies and recognized pathways.

In the course of periodical meetings and mainly with the occasion of the two general consortium meetings in May and October 2023, WP6 partners have worked together sharing their outcomes in terms of developing and implementing policies where it's important to involve key stakeholders, communicate policies effectively, and periodically review and update them to ensure relevance and effectiveness in a dynamic industry landscape. Main issues are:

- **Environmental Sustainability Policies:** Emphasize sustainable practices in material sourcing, production processes, and waste management. Promote the use of certified sustainable wood and environmentally friendly finishes. Implement recycling programs and energy-efficient practices in manufacturing furniture as a way to ensure that the design and manufacturing processes comply with relevant industry regulations and standards, such as safety requirements and environmental considerations.
- **Quality Assurance Policies:** adapt to quality standards for materials, manufacturing processes, and finished products. This helps maintain consistency and ensures that the final product meets expected quality levels.
- **Product Design and Development Policies:** the topic include guidelines for prototyping, testing, and feedback loops before mass production safeguarding sustainable procedures. It includes a cost analysis that outlines the estimated costs associated with materials, labor, and other expenses.
- **Community Engagement and Corporate Social Responsibility (CSR) Policy:** the key is to promote a workplace culture that values diversity and inclusion by implementing public and private policies to prevent discrimination based on factors such as race, gender, age, or disability, establish equal opportunity hiring and advancement practices. Initiatives for community involvement and corporate

social responsibility include support for local communities such as migrants or disabled people, charitable activities, and environmental conservation efforts.

This is to be achieved by exchanging community practices and allowing current and incoming employees acquire such skills and mindset through collaboration extended VET pathways.

Transparency helps maintain trust and interest in the outcomes and thus the consortium has provided regular updates on the progress of the work to stakeholders. Feedback mechanisms to gather input from stakeholders outside the group has been ensuring that perspectives beyond the immediate participants are considered too. By following these steps, the consortium has created a structured and collaborative process that allows diverse stakeholders to converge on common approaches to address skills gaps effectively. The groups' findings and recommendations were synthesized into a final report with a set of guidelines.

The Skills Gap Analysis was reinforced by the observation of Good practices that were validated by stakeholders. Relevant elements were identified and helped conduct a thorough analysis of current and future skills requirements in the targeted industries. Based on the skills gap analysis, strategies shall be developed to address the identified gaps, considering both short-term solutions and long-term as well as sustainable approaches to anticipate future needs.

The third goal of RSGS is to guide the regional implementation plans that outline how the agreed-upon common lines will be put into practice. Possible action items will regard:

- exploring opportunities for collaboration with international partners to enhance the global perspective of vocational education and training, sharing best practices and learning from successful programs in other countries.
- designing and implementing transnational vocational education and VET programs, ensure alignment with industry needs and standards.
- developing detailed, phased action plans for the implementation of vocational education and training initiatives by including milestones, timelines, and responsible parties for each action.
- establishing mechanisms for monitoring the progress of the project, implementing regular evaluations to assess the effectiveness of vocational education and training programs, collecting feedback from stakeholders and participants and using feedback to make necessary adjustments to the skills strategies and action plans.
- maintaining detailed documentation of all processes, strategies, and outcomes functional to the execution of regular reports to stakeholders and the community on the progress and impact of the running programmes.

Now the partnership is ready for the final rush towards the exploitation phase and these valuable results have set up the basis for a widened dissemination campaign in the participant countries and abroad that opens the path to the project conclusion in front of the broad audience during the ALLVIEW final event.

In the meanwhile, WP6 partners are also ready to introduce regional action plans using lessons learnt from the project, i.e. a set of actions specifying how the cooperation shall be implemented in order to improve the situation in each region. Finally, a framework for recognising VET curricula of at least 3 new courses per region (AAL, Industry 4.0 and Circular Economy) at regional or national level will be started as well as recognition strategies for the pathways to HE.

3.2 The formal commitment

During the journey started in M6, group members (individuals and/or organisations) were invited to formalise their commitment by using a document agreement in the form of a Memorandum of Understanding (MoU) or an equivalent agreement. A programme of joint actions was the object starting by a SWOT Analysis that was conducting to identify Strengths, Weaknesses, Opportunities, Threats, other than to identify internal and external factors influencing the state-of-the-art of VET programmes in every single partner country.

However, throughout the year ALLVIEW partners have encountered objections and difficulties because of the legal complexity of some of the bodies involved. As a consequence it has been necessary to realign document models several times until leaving RSGs free to choose the best formula to collect formal commitment by their members in the end. Timing was also extended. The final result is described below.

As an immediate reaction WOODWIZE declared to be actively engaged in stakeholder collaboration through regular meetings, as part of previous established formal contracts. By organizing three meetings in Belgium and already maintaining regular stakeholder meetings (at least twice a year), they appeared to have a solid framework for ongoing communication and collaboration (cf. <https://www.vlaanderen.be/sectorconvenants/overzicht-van-lopemde-sectorconvenants-en-addenda>).

Since WOODWIZE is already operating within formal contracts with stakeholders, and these contracts likely define the roles, responsibilities, and expectations for cooperation, an additional Memorandum of Understanding (MoU) might indeed be redundant. Indeed, a MoU typically formalizes an agreement between parties when there is no existing contract, so since WOODWIZE's existing agreements already covered the scope of the meetings and collaboration, there was no specific need for another document.

In September 2023 the DUTCH signing organisations engaged themselves by writing to create a European network to enhance and promote the collaboration among the woodworking and furniture sector regarding:

- Attractiveness of the wood-furniture sector, toward young people and their families, young workers seeking professional opportunities, and workers wishing to re-route their professional careers.
- Skills and competences development to face the sectoral twin transition (green and digital) and update the skills necessary for the new and traditional professions of the wood and furniture sector.
- Integration of the ALLVIEW learning outcomes in the training pathways for VET and HE students, from EQF 2 until EQF 6, with a specific focus on circular economy and sustainability and key enabling technologies (AI, VR, AR, AAL).
- Training for trainers' programmes, to facilitate and approach new and innovative technologies together with sustainable and circular business models.
- Mobility support, both for teachers and students, at EU level.

- Dual learning system promotion, to develop and facilitate a concrete alliance among the triple helix stakeholders:
 - business community (companies, employers' and employees', clusters and associations, chambers of commerce...),
 - training system (VET, HE, public and private training providers),
 - local, regional, national and EU institutions.

Their main purpose and objectives were stated as follows:

- Establish an open platform and forum - social media based - for regular exchange of information and mutual support among its members, based on a digital community, with the involvement of third parties and animated by the Allview Partnership, to stimulate a fruitful debate.
- Monitor and share EU initiatives for developing and promoting VET education and tools for developing workers skills (Pact for skill, Year of the skill...), including open calls and funding to support the innovation and development of the VET/HE system.
- Share and disseminate information, news and results regarding vocational education and training initiatives, policy trends and innovative projects.
- Mapping VET actors and initiatives in the wood and furniture sector and offer them a channel for wider dissemination.
- Create a joint action plan to align efforts on European and national level for boosting skills development and innovation in the VET area.
- Facilitate partnering and provide support for new collaborative projects, training and mobility actions.
- Strengthen the link between innovation and industry and to facilitate permeability between vocational training and industries.
- Involve local, regional, National and EU institutions in public debates about the future of the woodworking and furniture sector and the crucial need to attract young people for facing the progress ageing of the current workforce.

Finally, in order to improve the quality of VET offer and facilitate the mobility of workers across of the EU, this Memorandum of Understanding (MoU) confirmed that each signatory organization:

- is aware of the needs concerning skills, knowledge and competence of the workers and other target groups in relation to sustainability / circular business models, digital transformation and key enabling technologies.
- is aware of the importance of monitoring new opportunities to reduce the emerging skills gaps and identify the proper methodology to reduce them.
- aims to fill in the needs in the fields of sustainability / circular business models, digital transformation and key enabling technologies.

Previously, in November 2022 the SLOVENIAN group signed the agreement to develop a long-term plan for solving the skills gap in the furniture and wood sector, both at European and regional level, in order to connect stakeholders and to ensure cooperation between them.

For the purpose and detail of the contents and achievements to come, the Parties refer to two main objectives as follows:

- to develop a long-term plan for solving the gaps in knowledge/competencies/profiles in the Wood sector;
- to prepare a recommendation to stakeholders and ministries for an upgrade of the sectoral strategy regarding education.

In the same terms so did the POLISH members in February 2024.

Samely, the ITALIAN partners of the ALLVIEW project, FLA, CEIPES and ASLAM, started this path together and define an action plan to implement at a local level which is composed of different actions and targeted initiatives. All the Italian Partners are strictly involved in local initiatives to promote, boost and support the excellence of the VET system for the woodworking and furniture industry, according to the principle of the quadrupole helix: Companies representative, local/Regional institutions, training system, R&D system.

Some of these initiatives are promoted by local public entities (municipalities, local administrations, regional entities). FLA, CEIPES and ASLAM evaluate together each single initiative, according to two main criteria:

- The consistency with the aims of ALLVIEW alliance
- The real effectiveness for engaging any possible third party and create a sound network

The Italian report summarizes for each Partner the supported initiatives and the subscribed MoU or adhesion to third networks.

In SPAIN the agreement was registered only in May 2024 through the following document "*Plan director para Cooperación sectorial sobre capacidades en el sector de la madera y el mueble*". The Parties endeavour to collaborate in the development of a Master Plan making reference to the ALLVIEW project. The overall objective is to develop a long-term plan to address the skills and capacity gaps in the furniture and wood sector, both at European and regional level, it is essential to bring together all relevant stakeholders in each region, connect them and ensure a lasting cooperation between them.

GERMAN partners reached the goal by committing with stakeholders upon the following advantages:

- improve their staff competences through the ALLVIEW learning platform and available teaching materials, as well as a range of industry-specific training courses on the ALLVIEW network platform;
- having access to matchmaking on profiles available and advertise vacancies on the ALLVIEW network platform, recruiting staff in Europe and having access to the resumes of students who have been trained to work in the industry;
- use of the ALLVIEW network as a community;
- placing the company/institution on the European map of businesses, educational and government institutions;
- providing input on current challenges in the industry at stakeholder meetings;
- keep in touch with the ALLVIEW consortium when the project evolves.

However, as for partners in FRANCE, they formally ensure continuous dialogue and updates, fostering a consistent relationship without the need for an additional official contracts. They

preferred to avoid additional bureaucracy with an extra MoU, even if maintaining focus on action with local stakeholders and outcomes.

Through MoUs, parties also committed with developing an efficient communication plan setting the way through the rush towards the final dissemination event that will attract the most relevant W&F community in Europe. This stated, crucial information to drive new policies in the future was mainly been gained out of roll-out events which have been scheduled by WP6 partners together with RSGs during the year. Written minutes are available for some deep comprehension of key notes from the selected target groups and summarized in the global document D6.5.



4

**Memorandum of Understanding
(standard model)**

4. Memorandum of Understanding (standard model)

Foreword

This Memorandum of Understanding (MOU), hereinafter referred to as the Memorandum, entered into on ____xx/xx/xx____, by and between ____YOUR ORGANISATION (ALLVIEW PARTNER)____ residing at COUNTRY____, hereinafter referred to as the "First Party," and:

- ____STAKEHOLDER____ represented by _____, ____
- ____STAKEHOLDER____ represented by _____, ____
- ____STAKEHOLDER____ represented by _____, ____
- ____STAKEHOLDER____ represented by _____, ____
- ____STAKEHOLDER____ represented by _____, ____

hereinafter referred to as the "Second Parties," and collectively known as the "Parties" for the purpose of establishing and achieving various goals and objective relating to the development of a Blueprint in the Wood and Furniture Sector (long-term plan at EU and Regional level for solving the skills gaps in the furniture and wood manufacturing sector) under the framework of the ALLVIEW project (AGREEMENT NUMBER – 621192-EPP-1-2020-1-ES-EPPKA3-VET-COVE).

WHEREAS

the aforementioned Parties desire to enter into the herein described agreement in which they shall work together to accomplish the goals and objectives set forth;

AND WHEREAS

the Parties are desirous to enter an understanding, thus setting out all necessary working arrangements that both Parties agree shall be necessary to complete this task;

Mission

The aforementioned goal has been established with the following intended mission in mind:

Purpose and Scope

The Parties intend for this Memorandum of Understanding to provide the cornerstone and structure for any and all possibly impending binding activity which may be related to the task.

Objectives

The Parties shall endeavor to work together on the development of a 'Blueprint in the Wood and Furniture Sector' in the framework of Workpackage 6 of the aforementioned project. As it is the overarching goal of WP6 to develop a long-term plan for solving the skills gaps in the furniture and wood sector, both at the European and at the regional level, it is essential to bring together all relevant stakeholders in each region, to connect them, and to ensure long lasting cooperation between them.

For the purpose and detail of contents and achievements to come the Parties shall refer to Annex I (purpose of Regional Stakeholder Groups).

Responsibilities and Obligations of the Parties

It is the desire and the wish of the aforementioned Parties to this MOU Agreement that this document should not and thus shall not establish nor create any form or manner of a formal agreement or indenture, but rather an agreement between the Parties to work together in such a manner that would promote a genuine atmosphere of collaboration and alliance in the support of an effective and efficient partnership and leadership meant to maintain, safeguard and sustain sound and optimal managerial, financial and administrative commitment with regards to all matters related to the objectives above.

Timeline

The above outlined scope and objective shall be contingent on the Parties operating in accordance with the rolling plan of the ALLVIEW project, funded with the support of the ERASMUS+ programme of the European Union. Responsibilities under this Memorandum of Understanding may coincide with the grant period.

Terms of Understanding

The term of this Memorandum of Understanding shall be for a period of 26 months (until end October 2024) from the aforementioned effective date and maybe extended upon written mutual agreement of Parties.

Amendment or Cancellation of this Memorandum

This Memorandum of Understanding may be amended or modified at any time in writing by mutual consent of both parties.

In addition, the Memorandum of Understanding may be cancelled by either the ALLVIEW partner organisation or a single second party with 30 days advance written notice, with the exception where cause for cancellation may include, but is not limited to, a material and significant breach of any of the provisions contained herein, when it may be cancelled upon delivery of written notice to the other parties.

General Provisions

The Parties acknowledge and understand that they must be able to fulfill their responsibilities under this Memorandum of Understanding in accordance with the provisions of the law and regulations that govern their activities. Nothing in the Memorandum is intended to negate or otherwise render ineffective any such provisions or operating procedures. The parties assume full responsibility for their performance under the terms of this Memorandum.

If at any time either party is unable to perform their duties or responsibilities under this Memorandum of Understanding consistent with such party's statutory and regulatory mandates, the affected party shall immediately provide written notice to the other party to establish a date for resolution of the matter.

Limitation of Liability

No rights or limitation of rights shall arise or be assumed between the Parties as a result of the terms of this Memorandum of Understanding.

Arbitration/Mediation Dispute Resolution

The Parties to this Memorandum of Understanding agree that should any dispute arise through any aspect of this relationship, including, but not limited to, any matters, disputes or claims, the parties shall confer in good faith to promptly resolve any dispute. In the event that the parties are unable to resolve the issue or dispute between them, then the matter shall be mediated and/or arbitrated in an attempt to resolve any and all issues between the parties.

The parties agree that any claim or dispute that arises from for through this agreement, the relationship or obligations contemplated or outlined within this agreement, if not resolved through mediation, shall then go to and be resolved through final and binding arbitration. Any decision reached by the Arbitrator shall be final and binding and, if required, may be entered as a judgment in any court having jurisdiction.

In the event that any court having jurisdiction should determine that any portion of this Agreement to be invalid or unenforceable, only that portion shall be deemed invalid and not effective, while the balance of this Agreement shall remain in full effect and enforceable. This Agreement shall be interpreted and governed by and in accordance with the Federal Arbitration Act 9 U.S.C. §1-16.

Notice

Any notice or communication required or permitted under this Memorandum shall be sufficiently given if delivered in person or by certified mail, return receipt requested, to the address set forth in the opening paragraph or to such address as one may have furnished to the other in writing.

Governing Law

This Memorandum of Understanding shall be governed by and construed in accordance with the laws of the State of COUNTRY

Severability Clause

In the event that any provision of this Memorandum of Understanding shall be deemed to be severable or invalid, and if any term, condition, phrase or portion of this Memorandum shall be determined to be unlawful or otherwise unenforceable, the remainder of the Memorandum shall remain in full force and effect, so long as the clause severed does not affect the intent of the parties. If a court should find that any provision of this Memorandum to be invalid or unenforceable, but that by limiting said provision it would become valid and enforceable, then said provision shall be deemed to be written, construed and enforced as so limited.

Assignment

Neither party to this Memorandum of Understanding may assign or transfer the responsibilities or agreement made herein without the prior written consent of the non-assigning party, which approval shall not be unreasonably withheld.

Entire Understanding

The herein contained Memorandum of Understanding constitutes the entire understanding of the Parties pertaining to all matters contemplated hereunder at this time. The Parties signing this MOU desire or intend that any implementing contract, license, or other agreement entered into between the Parties subsequent hereto shall supersede and

preempt any conflicting provision of this Memorandum of Understanding whether written or oral.

MoU Summarization

FURTHERMORE, the Parties to this MOU have mutually acknowledged and agreed to the following:

- The Parties to this MOU shall work together in a cooperative and coordinated effort, and in such a manner and fashion to bring about the achievement and fulfilment of the goals and objectives of this Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector.
- It is not the intent of this MOU to restrict the Parties to this Agreement from their involvement or participation with any other public or private individuals, agencies or organizations.
- The Parties to this MOU shall mutually contribute and take part in any and all phases of the planning and development of this Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector, to the fullest extent possible.
- It is not the intent or purpose of this MOU to create any rights, benefits and/or trust responsibilities by or between the parties.
- The MOU shall in no way hold or obligate either Party to supply or transfer funds to maintain and/or sustain the task.
- Should there be any need or cause for the reimbursement or the contribution of any funds to or in support of the task executing parties, it shall then be controlled in accordance with the ALLVIEW project regulations and/or procedures.
- In the event that contributed funds should become necessary, any such endeavor shall be outlined in a separate and mutually agreed upon written agreement by the Parties or representatives of the Parties in accordance with current governing laws and regulations, and in no way does this MOU provide such right or authority.
- The Parties to this MOU have the right to individually or jointly terminate their participation in this Agreement provided that advanced written notice is delivered to the other party.
- Upon the signing of this MOU by both Parties, this Agreement shall be in full force and effect.

Authorization and Execution

The signing of this Memorandum of Understanding does not constitute a formal undertaking, and as such it simply intends that the signatories shall strive to reach, to the best of their abilities, the goals and objectives stated in this MOU.

This Agreement shall be signed by all parties involved and shall be effective as of the date first written above.

_____ (for the ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

_____ (for the second party ORGANISATION)

_____ (Name, Function)

_____ (Date)

5

ANNEX
MoU signed



Plan director para Cooperación sectorial sobre capacidades en el sector de la madera y el mueble

Grupo de partes interesadas regionales

ESPAÑA

Memorando de Entendimiento

Mayo de 2024

Este proyecto ha sido financiado con el apoyo del programa Erasmus+ de la Unión Europea.

El apoyo de la Comisión Europea a la producción de esta publicación no constituye una aprobación de los contenidos que reflejan únicamente los puntos de vista de los autores, y la Comisión no puede ser considerada responsable de cualquier uso que pueda hacerse de la información contenida en el mismo.



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1 Prólogo

El presente Memorándum de Acuerdo (MOU), en lo sucesivo denominado «el Memorándum», suscrito el 14.5.2024 por y entre el CETEM con domicilio en Calle Perales s/n, 30510, Yecla (Murcia), ESPAÑA; en lo sucesivo denominada la "Primera Parte", y:

- AMUEBIA representado por Jesús Sanz Perpiñán
- S.G. SCF representado por Enriqueta Liño López
- CROEM representado por Ángeles Muñoz
- UPCT representado por Juan Ángel Pastor Franco
- AROMA representado por Patricia Cuadrillero
- IES Castillo Puche representado por Rafael Ruiz Muñoz
- _____ representado por _____
- _____ representado por _____
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- _____ representado por _____
- _____ representado por _____

en lo sucesivo denominadas las "Segundas Partes",

y conocidas colectivamente como las «Partes» con el fin de establecer y alcanzar diversos objetivos y metas relacionados con el desarrollo de un **Plan director en el sector de la madera y el mueble** (plan a largo plazo a escala regional y de la UE para resolver las carencias de capacidades en el sector de la fabricación de muebles y madera) en el marco del proyecto ALLVIEW (NÚMERO DE ACUERDO – 621192-EPP-1-2020-1-ES-EPPKA3-VET-COVE).

CONSIDERANDO QUE,

las Partes mencionadas desean celebrar el acuerdo descrito en el presente documento en el que trabajarán juntas para lograr las metas y objetivos establecidos;

las Partes mencionadas desean celebrar el acuerdo descrito en el presente documento en el que trabajarán juntas para lograr las metas y objetivos establecidos;

Y CONSIDERANDO QUE,

las Partes desean llegar a un acuerdo, estableciendo así todos los acuerdos de trabajo necesarios que ambas Partes acuerden que serán necesarios para completar esta tarea;

2 Misión

El objetivo antes mencionado se ha establecido teniendo en cuenta la siguiente misión prevista:

2.1 Finalidad y ámbito de aplicación

Las Partes tienen la intención de que el presente Memorando de Entendimiento constituya la piedra angular y la estructura de todas y cada una de las actividades vinculantes que puedan estar relacionadas con la tarea.

2.2 Objetivos

Las Partes se esforzarán por colaborar en el desarrollo de un **«Plan director en el sector de la madera y el mueble»** en el marco del paquete de trabajo 6 del proyecto antes mencionado. Dado que el objetivo general del WP6 es desarrollar un plan a largo plazo para resolver las carencias de capacidades en el sector del mueble y la madera, tanto a nivel europeo como regional, es esencial reunir a todas las partes interesadas pertinentes de cada región, conectarlas y garantizar una cooperación duradera entre ellas.

Para el propósito y el detalle de los contenidos y logros por venir, las Partes se referirán al **Anexo I** (propósito de los Grupos Regionales de Partes Interesadas).

2.3 Responsabilidades y obligaciones de las Partes

Las Partes en el presente Memorando de Entendimiento desean y desean que el presente documento no establezca ni cree ninguna forma o forma de acuerdo o contrato formal, sino más bien un acuerdo entre las

Partes para trabajar juntas de tal manera que promueva un ambiente genuino de colaboración y alianza en apoyo de una asociación y liderazgo efectivos y eficientes destinados a mantener, salvaguardar y mantener un compromiso gerencial, financiero y administrativo sólido y óptimo con respecto a todos los asuntos relacionados con los objetivos anteriores.

2.4 Cronología

El alcance y el objetivo descritos anteriormente dependerán de que las Partes operen de conformidad con el plan evolutivo del proyecto ALLVIEW, financiado con el apoyo del programa ERASMUS+ de la Unión Europea. Las responsabilidades en virtud del presente Memorando de Entendimiento pueden coincidir con el período de subvención.

2.5 Términos de Entendimiento

El plazo del presente Memorando de Entendimiento será de **26 meses** (hasta finales de octubre de 2024) a partir de la fecha de entrada en vigor antes mencionada y podrá prorrogarse previo acuerdo mutuo por escrito de las Partes.

2.6 Modificación o cancelación de este Memorándum

El presente Memorando de Entendimiento podrá ser enmendado o modificado en cualquier momento por escrito por consentimiento mutuo de ambas partes.

Además, el Memorando de Entendimiento puede ser cancelado por la organización asociada de ALLVIEW o una sola segunda parte con 30 días de anticipación por escrito, con la excepción de que la causa de cancelación puede incluir, pero no se limita a, un incumplimiento material y significativo de cualquiera de las disposiciones contenidas en este documento, cuando puede ser cancelado tras la entrega de una notificación por escrito a las otras partes.

2.7 Disposiciones generales



Las Partes reconocen y entienden que deben poder cumplir con sus responsabilidades en virtud del presente Memorando de Entendimiento de conformidad con las disposiciones legales y reglamentarias que rigen sus actividades. Nada de lo dispuesto en el Memorándum tiene por objeto anular o hacer ineficaz alguna de esas disposiciones o procedimientos operativos. Las partes asumen la plena responsabilidad de su desempeño bajo los términos de este Memorándum.

Si en algún momento cualquiera de las partes no puede cumplir con sus deberes o responsabilidades bajo este Memorando de Entendimiento consistente con los mandatos legales y regulatorios de dicha parte, la parte afectada proporcionará inmediatamente una notificación por escrito a la otra parte para establecer una fecha para la resolución del asunto.

2.8 Limitación de responsabilidad

No se producirá ni asumirá ningún derecho o limitación de derechos entre las Partes como resultado de los términos del presente Memorando de Entendimiento.

2.9 Arbitraje/Resolución de Disputas de Mediación

Las Partes en este Memorando de Entendimiento acuerdan que si surgiera cualquier disputa a través de cualquier aspecto de esta relación, incluyendo, pero no limitado a, cualquier asunto, disputa o reclamo, las partes se conferirán de buena fe para resolver rápidamente cualquier disputa. En caso de que las partes no puedan resolver el problema o la disputa entre ellas, el asunto será mediado y / o arbitrado en un intento de resolver todos y cada uno de los problemas entre las partes.

Las partes acuerdan que cualquier reclamo o disputa que surja a través de este acuerdo, la relación u obligaciones contempladas o descritas en este acuerdo, si no se resuelven a través de la mediación, se resolverán a través del arbitraje final y vinculante. Cualquier decisión tomada por el Árbitro será definitiva y vinculante y, si es necesario, podrá ser presentada como una sentencia en cualquier tribunal que tenga jurisdicción.

En el caso de que cualquier tribunal que tenga jurisdicción determine que cualquier parte de este Acuerdo es inválida o inaplicable, solo esa parte se considerará inválida y no efectiva, mientras que el resto de este

Acuerdo permanecerá en pleno efecto y ejecutable. Este Acuerdo se interpretará y regirá por y de acuerdo con la Ley Federal de Arbitraje 9 U.S.C. §1-16.

2.10 Anuncio

Cualquier notificación o comunicación requerida o permitida bajo este Memorándum deberá ser entregada en persona o por correo certificado, recibo de devolución solicitado, a la dirección establecida en el párrafo inicial o a la dirección que uno haya proporcionado al otro por escrito.

2.11 Legislación aplicable

El presente Memorándum de Entendimiento se regirá e interpretará de conformidad con las leyes del Estado de España.

2.12 Cláusula de separabilidad

En el caso de que cualquier disposición de este Memorándum de Entendimiento se considere separable o inválida, y si cualquier término, condición, frase o parte de este Memorándum se determina que es ilegal o inaplicable, el resto del Memorándum permanecerá en pleno vigor y efecto, siempre y cuando la cláusula cortada no afecte la intención de las partes. Si un tribunal determina que alguna disposición de este Memorándum es inválida o inaplicable, pero que al limitar dicha disposición sería válida y ejecutable, dicha disposición se considerará escrita, interpretada y ejecutada como tan limitada.

2.13 Asignación

Ninguna de las partes en el presente Memorando de Entendimiento podrá ceder o transferir las responsabilidades o el acuerdo aquí celebrado sin el consentimiento previo por escrito de la parte no cedente, cuya aprobación no se denegará injustificadamente.



2.14 Comprensión completa

El presente Memorando de Entendimiento constituye el entendimiento completo de las Partes en relación con todos los asuntos contemplados a continuación en este momento. Las Partes firmantes de este Memorando de Entendimiento desean o tienen la intención de que cualquier contrato de implementación, licencia u otro acuerdo celebrado entre las Partes posteriores al presente reemplazará y se adelantará a cualquier disposición conflictiva de este Memorando de Entendimiento, ya sea escrita u oral.

2.15 Resumen del Memorándum de Entendimiento

Además, las Partes en el presente Memorando han reconocido y acordado mutuamente lo siguiente:

- Las Partes en el presente Memorando de Entendimiento colaborarán en un esfuerzo cooperativo y coordinado, y de tal manera y manera para lograr la consecución y el cumplimiento de las metas y objetivos del presente **Plan director para la cooperación sectorial en materia de capacidades en el sector de la madera y el mueble**.
- No es la intención de este Memorando restringir a las Partes de este Acuerdo de su participación o participación con cualquier otra persona, agencia u organización pública o privada.
- Las Partes en el presente Memorando de Entendimiento contribuirán mutuamente y participarán en todas y cada una de las fases de la planificación y el desarrollo del presente **Plan director para la cooperación sectorial en materia de capacidades en el sector de la madera y el mueble**, en la mayor medida posible.
- No es la intención o el propósito de este Memorando crear derechos, beneficios y / o responsabilidades de confianza por o entre las partes.
- El Memorando de Entendimiento no mantendrá ni obligará en modo alguno a ninguna de las Partes a suministrar o transferir fondos para mantener y/o sostener la tarea.
- En caso de que haya alguna necesidad o causa para el reembolso o la contribución de fondos a o en apoyo de las partes ejecutantes de la tarea, se controlará de conformidad con los reglamentos y/o procedimientos del proyecto ALLVIEW.
- En el caso de que los fondos aportados sean necesarios, cualquier esfuerzo de este tipo se describirá en un acuerdo escrito separado y mutuamente acordado por las Partes o los representantes de las Partes de

2.16 Autorización y Ejecución

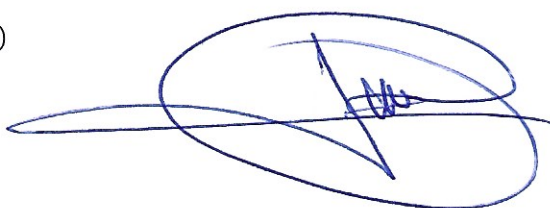
La firma de este Memorando de Entendimiento no constituye un compromiso formal y, como tal, simplemente pretende que los signatarios se esfuercen por alcanzar, en la medida de sus capacidades, las metas y objetivos establecidos en este Memorando de Entendimiento.

Este Acuerdo será firmado por todas las partes involucradas y entrará en vigencia a partir de la primera fecha escrita anteriormente.

CETEM (ORGANIZACIÓN, primera parte)

JOSÉ Fco PACHE FORTE - DIRECCIÓN (Nombre, Función)

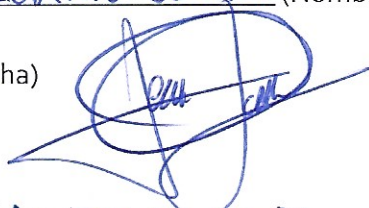
14/5/24 (Fecha)



AMUEBLA (ORGANIZACIÓN, segunda parte)

JESÚS SANT - SECRETARIO GENERAL (Nombre, Función)

14/5/24 (Fecha)



SUB.DIRECC GNAL FORMAC-SEF (ORGANIZACIÓN, segunda parte)

Enriqueta Lano López (Nombre, Función)

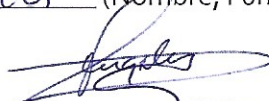
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CROEM (ORGANIZACIÓN, segunda parte)

Ángeles Muñoz, Directora Proyectos (Nombre, Función)

14/05/24 (Fecha)



LIACT

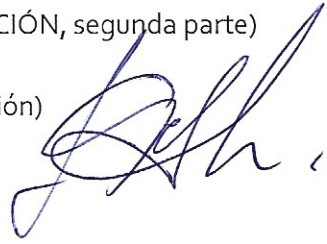
(ORGANIZACIÓN, segunda parte)

Juan Angel Pastor Franco

(Nombre, Función)

14/05/2024

(Fecha)



AREMA

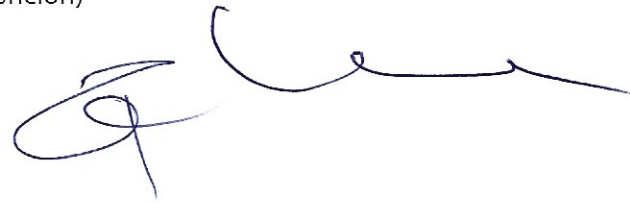
(ORGANIZACIÓN, segunda parte)

PATRICIA COADRILLO

(Nombre, Función)

14.05.24

(Fecha)



JESUS JOSÉ LUIS CASTILLO - PACHE

(ORGANIZACIÓN, segunda parte)

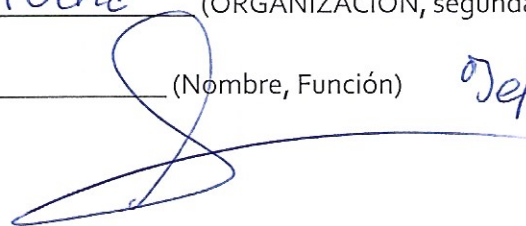
Rafael Ruiz Muñoz

(Nombre, Función)

Jefe Estudios FP

16-05-24

(Fecha)



(ORGANIZACIÓN, segunda parte)

(Nombre, Función)

(Fecha)

(ORGANIZACIÓN, segunda parte)

(Nombre, Función)

(Fecha)

(ORGANIZACIÓN, segunda parte)

(Nombre, Función)



Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector

Regional Stakeholder Group

SLOVENIA

Memorandum of Understanding

November 2022

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The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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1 Foreword

This Memorandum of Understanding (MOU), hereinafter referred to as the Memorandum, entered into on 31.11.2022, by and between WOOD INDUSTRY CLUSTER OF SLOVENIA residing at SLOVENIA, hereinafter referred to as the "First Party," and:

- METS, Ministry of the Economy, Tourism and Sport, Wood Industry Directorate
- CCIS Wood Processing and Furniture Association
- UL BF, Department of Wood Science and Technology
- Institute of the R Slovenia for Vocational Education and Training
- Lip, lesna industrija Bled, d.o.o.
- Alpes d.d.
- Marles Hiše Maribor d.o.o.
- M Sora, d.o.o.

hereinafter referred to as the "Second Parties,"

and collectively known as the "Parties" for the purpose of establishing and achieving various goals and objectives relating to the development of a **Blueprint in the Wood and Furniture Sector** (long-term plan at EU and Regional level for solving the skills gaps in the furniture and wood manufacturing sector) under the framework of the ALLVIEW project (AGREEMENT NUMBER – 621192-EPP-1-2020-1-ES-EPPKA3-VET-COVE).

WHEREAS,

the aforementioned Parties desire to enter into the herein described agreement in which they shall work together to accomplish the goals and objectives set forth:

2 Goal and Objectives

2.1 Goal

As it is the overarching goal of WP6 to develop a long-term plan for solving the skills gaps in the furniture and wood sector, both at the European and regional level, it is essential to bring together all relevant stakeholders in each region (representing policy actors, research institutions, intermediary entities (ex: clusters, associations, tech parks...) and companies), to connect them, and to ensure long-lasting cooperation between them.

2.2 Objectives

For the purpose and detail of the contents and achievements to come, the Parties shall refer to objective of the Regional Stakeholder Group, as follow:

- to develop a long-term plan for solving the gaps in knowledge / competencies / profiles in the wood sector,
- to prepare a recommendation to stakeholders and ministries for an upgrade of the sectoral strategy regarding education.

The Parties shall endeavour to work together on the development of regional part of the **'Blueprint in the Wood and Furniture Sector'** in the framework of Work package 6 of the aforementioned project, based on findings and recommendations on regional level.

2.3 Timeline

The above outlined scope and objective shall be contingent on the Parties operating in accordance with the rolling plan of the ALLVIEW project, funded with the support of the ERASMUS+ programme of the European Union. Responsibilities under this Memorandum of Understanding may coincide with the grant period.

The term of this Memorandum of Understanding shall be for a period until the end of October 2024, from the aforementioned effective date, and may be extended upon written mutual agreement of the Parties.

3 General Provisions

The Parties acknowledge and understand that they must be able to fulfil their responsibilities under this Memorandum. The parties assume full responsibility for their performance under the terms of this Memorandum.

If at any time either party is unable to perform their duties or responsibilities under this Memorandum of Understanding, the affected party shall immediately provide written notice to the other party to establish a date for resolution of the matter.

3.1 Limitation of Liability

No rights or limitation of rights shall arise or be assumed between the Parties as a result of the terms of this Memorandum of Understanding.

3.2 Amendment or Cancellation of this Memorandum

This Memorandum of Understanding may be amended or modified at any time in writing by the mutual consent of all parties.

In addition, the Memorandum of Understanding may be cancelled by either the ALLVIEW partner organisation or a single second party with 30 days advance written notice.

3.3 MoU Summarization

FURTHERMORE, the Parties to this MOU have mutually acknowledged and agreed to the following:

- The Parties to this MOU shall work together in a cooperative and coordinated effort and in such a manner and fashion as to bring about the achievement and fulfilment of the goals and objectives of this **Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector**.
- It is not the intent of this MOU to restrict the Parties to this Agreement from their involvement or participation with any other public or private individuals, agencies, or organizations.
- The Parties to this MOU shall mutually contribute and take part in any and all phases of the planning and development of this **Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector**, to the fullest extent possible.

- It is not the intent or purpose of this MOU to create any rights, benefits, and/or trust responsibilities by or between the parties.
- The MOU shall in no way hold or obligate either Party to supply or transfer funds to maintain and/or sustain the task.
- Should there be any need or cause for the reimbursement or the contribution of any funds to or in support of the task-executing parties, it shall then be controlled in accordance with the ALLVIEW project regulations and/or procedures.
- In the event that contributed funds should become necessary, any such endeavour shall be outlined in a separate and mutually agreed upon written agreement by the Parties or representatives of the Parties in accordance with current governing laws and regulations, and in no way does this MOU provide a such right or authority.
- The Parties to this MOU have the right to individually or jointly terminate their participation in this Agreement, provided that advanced written notice is delivered to the other party.
- Upon the signing of this MOU by both Parties, this Agreement shall be in full force and effect.

3.4 Authorization and Execution


The signing of this Memorandum of Understanding does not constitute a formal undertaking, and as such, it simply intends that the signatories shall strive to reach, to the best of their abilities, the goals and objectives stated in this MOU.

This Agreement shall be signed by all parties involved and shall be effective as of the date first written above, and is applicable from 1st September 2021 onwards.

Ljubljana, 1st of July 2023

The Wood Industry Cluster (for the first party organization)

Igor Milavec, Director



Ministry of the Economy, Tourism and Sport, Wood Industry Directorate (for the second organization)

Darko Sajko, Director General



Chamber of Commerce and Industry of Slovenia, Wood Processing and Furniture Association (for the second organization)

Igor Milavec, Director

A handwritten signature in blue ink, consisting of stylized, cursive letters that appear to be 'IM'.

University of Ljubljana, Biotechnical Faculty, Department of Wood Science and Technology (for the second party organization)

Maks Merela, Vice dean



Digitally signed by Maks Merela -
BF
DN: c=SI, st=Slovenia,
l=Ljubljana, o=BF, ou=BF,
cn=Maks Merela - BF,
email=maks.merela@bf.uni-lj.si
Date: 2023.07.10 11:25:49 +02'00'

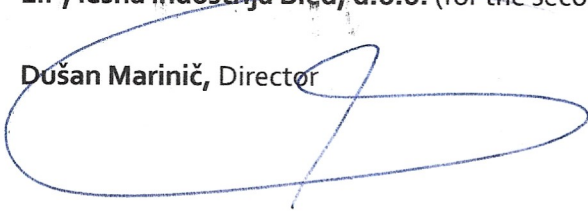
Institute of the Republic of Slovenia for Vocational Education and Training (CPI) (for the second party organization)

Janez Damjan, MSc, Director



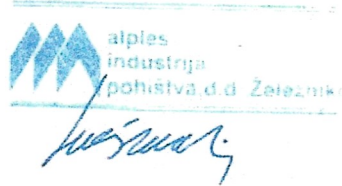
LIP, lesna industrija Bled, d.o.o. (for the second party organization)

Dušan Marinič, Director

A handwritten signature in blue ink, consisting of a large, stylized loop that starts at the top left, goes down, then loops back up and around to the right, ending with a vertical stroke.

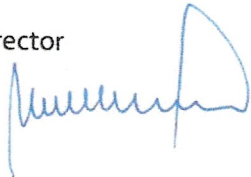
Alpes, d.d, (for the second party organization)

Primož Lušina, Director



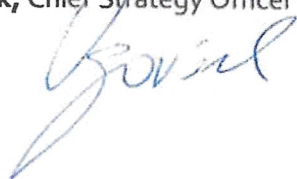
Marles Hiše Maribor, d.o.o., (for the second party organization)

Matej Vukmanič, Director



M Sora, d.d. (for the second party organization)

Aleš Ugovšek, Chief Strategy Officer

A handwritten signature in blue ink, appearing to read 'Aleš Ugovšek', written over the printed name.

Allview-Partner aus acht europäischen Ländern* - Bildungseinrichtungen, Unternehmen, Wirtschaftsverbände und staatliche Institutionen - bilden gemeinsam ein Ökosystem (Alliance of Centers of Vocational Excellence, CoVEs). Das Ziel ist: einen Beitrag zu ausreichendem und gut ausgebildetem Personal für die Holz- und Möbelbranche zu leisten. Die Europäische Union unterstützt die Bildung dieser CoVE bis Oktober 2024 und möglicherweise darüber hinaus.

Im Rahmen des Allview-Projekts baut die Hochschule für Holz und Möbel (HMC) im Auftrag der Niederlande ein nationales Ökosystem (regionale CoVE) auf.

ZIELE:

Gut geschultes Personal

- Auf der Allview-Lernplattform finden Sie Lehrmaterial über Kreislaufwirtschaft, Industrie 4.0 und AAL (Active Assisted Living)
- Auf der Allview-Netzwerkplattform finden Sie eine Reihe von branchenspezifischen Fortbildungskursen.

Ausreichend Personal

- Sie können Ihr Unternehmen/Ihre Institution sichtbar machen und freie Stellen auf der Allview-Netzwerkplattform ausschreiben.
- Sie können Personal in Europa rekrutieren.
- Sie haben Zugang zu den Lebensläufen von Studenten, die für eine Tätigkeit in der Branche ausgebildet wurden.

Als Allview-Partner haben Sie die folgenden Möglichkeiten:

- Nutzung der Allview Netzwerkplattform und Lernplattform.
- Platzierung Ihres Unternehmens/Ihrer Institution auf der europäischen Landkarte der Unternehmen, Bildungs- und Regierungseinrichtungen.
- Beiträge zu aktuellen Herausforderungen in der Branche bei Stakeholder-Treffen liefern.
- Sie tragen zum Ausbau des Allview-Netzwerks bei, indem Sie es unseren eigenen Partnern bekannt machen.
- Bleiben Sie ein Partner, wenn Allview sich weiterentwickelt

Hiermit erkläre ich unser Unternehmen/ unsere Organisation als einen Partner des Allview-Projektes.

Datum:

1. 10. 2024

Name des Unternehmens/ der Organisation:

Name des Unterzeichners:

Kamer

Position:

GF Vorstand

E-Mail Adresse:

mkamer@fhs



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www.lehrfabrikmoebel.de
AG Bad Oeynhausen, GnR 164

Wir laden Ihr Unternehmen/Ihre Institution herzlich ein, als Allview-Partner teilzunehmen.

Memorandum of Understanding

This project has been funded with the support of the Erasmus+ programme of the European Union.

The European Commission's support for the production of this publication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein

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MÖBELINDUSTRIE
GmbH & Co.



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Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector

Regional Stakeholder Group

Poland

Memorandum of Understanding

This project has been funded with the support of the Erasmus+ programme of the European Union.

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1 Foreword

This Memorandum of Understanding (MOU), hereinafter referred to as the Memorandum, entered into on date of signing MOU, by and between Association of Foresters and Wood Technologists (Stowarzyszenie Inżynierów i Techników Leśnictwa i Drzewnictwa, Oddział Warszawa), residing at Poland, hereinafter referred to as the "First Party," and:

Niniejsze Porozumienie (MOU), zwane dalej Porozumieniem, zawarte w dniu 7.10.2022 r. pomiędzy Stowarzyszeniem Inżynierów i Techników i Leśnictwa i Drzewnictwa, Oddział Warszawa), z siedzibą w Polsce, zwana dalej „Pierwszą Stroną” oraz:

**Oddział
Stowarzyszenia Inżynierów i Techników
Leśnictwa i Drzewnictwa
00-043 Warszawa, Czackiego 3/5**

NIP: 525-22-68-325
Tel. 22 827-02-87

STAKEHOLDER (name of organisation and address)	represented by (first name and last name)
SITLID Stowarzyszenie Inżynierów i Techników Leśnictwa i Drzewnictwa, Oddział Warszawa Czackiego 3/5, 00-043 Warszawa, Poland.	Przewodniczący ZO SITLiD w Warszawie dr inż. Artur Dawidziuk Wiceprzewodniczący ZO SITLiD w Warszawie dr inż. Szymon Sagan
 ul. Magazynowa 19 (7) 62-023 Gądk tel. 61 814-41-13 fax 61 814-58-99 NIP 777-30-60-321 REGON 300874758	MAGDALENA ANDREARCZYK
Szkoła Główna Gospodarstwa Wiejskiego w Warszawie WYDZIAŁ TECHNOLOGII DREWNA 02-776 Warszawa, ul. Nowoursynowska 159 tel.: 22 59-38510, 22 59-38512, 22 59-38513	DZIEKAN Wydziału Technologii DREWNA  Dr hab. Piotr Borysiuk, prof. SGGW
DLH Polska sp. z o.o. (dawniej: DLH Global S.A.) ul. Gen. Kazimierza Sosnkowskiego 1D 02-495 Warszawa NIP: 5252591664	 CZŁONEK ZARZĄDU Jerzy Karpiński

hereinafter referred to as the "Second Parties,"

and collectively known as the "Parties" for the purpose of establishing and achieving various goals and objective relating to the development of a **Blueprint in the Wood and Furniture Sector** (long-term plan at EU and Regional level for solving the skills gaps in the furniture and wood manufacturing sector) under the framework of the ALLVIEW project (**AGREEMENT NUMBER – 621192-EPP-1-2020-1-ES-EPPKA3-VET-COVE**).

WHEREAS:

- the aforementioned Parties desire to enter into the herein described agreement in which they shall work together to accomplish the goals and objectives set forth;
- the Parties are desirous to enter an understanding, thus setting out all necessary working arrangements that both Parties agree shall be necessary to complete this task;

*zwanych dalej „Drugimi Stronami”,
i wspólnie zwanych „Stronami” w celu ustanowienia i osiągnięcia różnych celów i celów związanych z rozwojem planu działania w sektorze drzewnym i meblarskim (długoterminowy plan na szczeblu UE i regionalnym mający na celu rozwiązanie problemu niedoborów umiejętności w branży meblarskiej i sektor przetwórstwa drewna) w ramach projektu ALLVIEW (NUMER UMOWY – 621192-EPP-1-2020-1-ES-EPPKA3-VET-COVE).
MAJĄC NA UWADZE, ŻE:*

- wyżej wymienione Strony pragną zawrzeć opisaną w niniejszym dokumencie umowę, w ramach której będą wspólnie działać na rzecz realizacji określonych celów i celów;
- Strony pragną zawrzeć porozumienie określające w ten sposób wszystkie niezbędne ustalenia robocze, co do których obie Strony uznają, że są niezbędne do wykonania postawionego zadania;

2 Mission

The aforementioned goal has been established with the following intended mission in mind:

2.1 Purpose and Scope

The Parties intend for this Memorandum of Understanding to provide the cornerstone and structure for any and all possibly impending binding activity which may be related to the task.

Strony zamierzają, aby niniejsze Memorandum of Understanding (MOU) stanowiło podstawę dla wszelkich potencjalnych działań, związanych z realizacją postawionego zadania.

2.2 Objectives

The Parties shall endeavor to work together on the development of a **'Blueprint in the Wood and Furniture Sector'** in the framework of Workpackage 6 of the aforementioned project. As it is the overarching goal of WP6 to develop a long-term plan for solving the skills gaps in the furniture and wood sector, both at the European and at the regional level, it is essential to bring together all relevant stakeholders in each region, to connect them, and to ensure long lasting cooperation between them.

Strony dołożą starań, aby wspólnie opracować „Plan w sektorze drzewnym i meblarskim” w ramach pakietu roboczego 6 (WP6) wyżej wymienionego projektu. Ponieważ nadrzędnym celem WP6 jest opracowanie długoterminowego planu uzupełnienia luk w umiejętnościach w sektorze meblarskim i drzewnym, zarówno na poziomie europejskim, jak i regionalnym, konieczne jest zgromadzenie wszystkich odpowiednich interesariuszy w każdym regionie, skomunikować ich i zapewnić długotrwałą współpracę między nimi.

2.3 Responsibilities and Obligations of the Parties

It is the wish of the aforementioned Parties to this MOU Agreement that this document should not and thus shall not establish nor create any form or manner of a formal agreement or indenture. The agreement between the Parties to work together in such a manner that would promote a genuine atmosphere of collaboration and alliance in the support of an effective and efficient partnership and leadership meant to maintain, safeguard and sustain sound and optimal managerial, financial and administrative commitment with regards to all matters related to the objectives above.

Życzeniem Stron niniejszego porozumienia MOU jest, aby niniejszy dokument nie ustanawiał, ani nie tworzył żadnej formalnej umowy. Porozumienie między Stronami dotyczące współpracy jest konstruowane w takim sposób, aby promować prawdziwą atmosferę współpracy i sojuszu w celu wspierania efektywnego i wydajnego partnerstwa i przywództwa, mającego na celu zagwarantowanie solidnego i optymalnego zaangażowania kierowniczego, finansowego i administracyjnego w odniesieniu do wszystkich spraw związanych z celami przedsięwzięcia.

2.4 Timeline

The above outlined scope and objective shall be contingent on the Parties operating in accordance with the rolling plan of the ALLVIEW project, funded with the support of the ERASMUS+ programme of the European Union. Responsibilities under this Memorandum of Understanding may coincide with the grant period.

Wskazany powyżej zakres i cel uzależniony jest od działania Stron zgodnie z planem projektu ALLVIEW, finansowanego przy wsparciu programu Unii Europejskiej ERASMUS+. Działania wynikające z niniejszego Memorandum of Understanding powinny zaistnieć w okresie realizacji grantu.

2.5 Terms of Understanding

The term of this Memorandum of Understanding shall be for a period of **26 months** (until end October 2024) from the aforementioned effective date and maybe extended upon written mutual agreement of Parties.

Okres obowiązywania niniejszego MOU wynosi 26 miesięcy (do końca października 2024 r.) od wyżej wymienionej daty wejścia w życie i może zostać przedłużony za pisemnym obopólnym porozumieniem Stron.

2.6 Amendment or Cancellation of this Memorandum

This Memorandum of Understanding may be amended or modified at any time in writing by mutual consent of both parties.

In addition, the Memorandum of Understanding may be cancelled by either the ALLVIEW partner organisation or a single second party with 30 days advance written notice, with the exception where cause for cancellation may include, but is not limited to, a material and significant breach of any of the provisions contained herein, when it may be cancelled upon delivery of written notice to the other parties.

Niniejsze MOU może zostać zmienione lub zmodyfikowane w dowolnym momencie na piśmie za obopólną zgodą obu Stron. Ponadto MOU może zostać anulowane przez organizację partnerską ALLVIEW lub jedną drugą Stronę za pisemnym powiadomieniem z 30-dniowym wyprzedzeniem, z wyjątkiem sytuacji, gdy przyczyną anulowania może być między innymi istotne i znaczące naruszenie którekolwiek z postanowień zawartych w niniejszym dokumencie, kiedy może zostać anulowane po dostarczeniu pisemnego zawiadomienia pozostałym Stronom.

2.7 Limitation of Liability

No rights or limitation of rights shall arise or be assumed between the Parties as a result of the terms of this Memorandum of Understanding.

Żadne prawa ani ograniczenia praw nie mogą powstać ani zostać przejęte pomiędzy Stronami w wyniku warunków niniejszego Memorandum of Understanding.

2.8 Notice

Any notice or communication required or permitted under this Memorandum shall be sufficiently given if delivered in person or by certified mail, return receipt requested, to the address set forth in the opening paragraph (1.Foreword) or to such address as one may have furnished to the other in writing.

Wszelkie zawiadomienia lub komunikacja wymagana lub dozwolona na mocy niniejszego Memorandum będą uznane za dostarczone w wystarczającym stopniu, jeżeli zostaną dostarczone osobiście lub listem poleconym, za potwierdzeniem odbioru, na adres podany w pierwszym paragrafie (1.Foreword) lub na taki adres, jaki jeden z nich dostarczył drugiemu na piśmie.

2.9 Governing Law

This Memorandum of Understanding shall be governed by and construed in accordance with the laws of the Poland.

Niniejsze Memorandum o Porozumieniu podlega i będzie interpretowane zgodnie z prawem polskim.

2.10 Severability Clause

In the event that any provision of this Memorandum of Understanding shall be deemed to be severable or invalid, and if any term, condition, phrase or portion of this Memorandum shall be determined to be unlawful or otherwise unenforceable, the remainder of the Memorandum shall remain in full force and effect, so long as the clause severed does not affect the intent of the parties. If a court should find that any provision of this Memorandum to be invalid or unenforceable, but that by limiting said provision it would become valid and enforceable, then said provision shall be deemed to be written, construed and enforced as so limited.

W przypadku, gdy jakiegokolwiek postanowienie niniejszego MOU zostanie uznane za rozłączne lub nieważne, a jeśli jakiegokolwiek warunek, fraza lub część niniejszego Memorandum zostaną uznane za niezgodne z prawem lub w inny sposób niewykonalne, pozostała część Memorandum pozostanie w pełnej mocy i skuteczności, o ile zerwana klauzula nie narusza intencji stron. Jeżeli zostanie uznane, że jakiegokolwiek postanowienie niniejszego Porozumienia jest nieważne lub niewykonalne, ale poprzez ograniczenie tego postanowienia stałoby się ważne i wykonalne, wówczas postanowienie to będzie uważane za napisane, interpretowane i egzekwowane.

2.11 MoU Summarization

FURTHERMORE, the Parties to this MOU have mutually acknowledged and agreed to the following:

- The Parties to this MOU shall work together in a cooperative and coordinated effort, and in such a manner and fashion to bring about the achievement and fulfilment of the goals and objectives of this **Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector**.
- It is not the intent of this MOU to restrict the Parties to this Agreement from their involvement or participation with any other public or private individuals, agencies or organizations.
- The Parties to this MOU shall mutually contribute and take part in any and all phases of the planning and development of this **Blueprint for Sectoral Cooperation on Skills in the Wood and Furniture Sector**, to the fullest extent possible.
- It is not the intent or purpose of this MOU to create any rights, benefits and/or trust responsibilities by or between the parties.
- The MOU shall in no way hold or obligate either Party to supply or transfer funds to maintain and/or sustain the task.
- Should there be any need or cause for the reimbursement or the contribution of any funds to or in support of the task executing parties, it shall then be controlled in accordance with the ALLVIEW project regulations and/or procedures.
- In the event that contributed funds should become necessary, any such endeavor shall be outlined in a separate and mutually agreed upon written agreement by the Parties or representatives of the Parties in accordance with current governing laws and regulations, and in no way does this MOU provide such right or authority.
- The Parties to this MOU have the right to individually or jointly terminate their participation in this Agreement provided that advanced written notice is delivered to the other party.
- Upon the signing of this MOU by both Parties, this Agreement shall be in full force and effect.

Strony wzajemnie uznają, że:

- *będą współpracować w ramach wspólnych i skoordynowanych działań oraz w taki sposób, aby doprowadzić do osiągnięcia i wypełnienia celów i zadań niniejszego Planu Współpracy Sektorowej w zakresie Umiejętności w Sektorze Drzewnym i Meblarskim.*
- *Intencją niniejszego MOU nie jest ograniczanie Stron niniejszej Umowy do ich zaangażowania lub uczestnictwa z jakimkolwiek innymi publicznymi lub prywatnymi osobami, agencjami lub organizacjami.*
- *Strony będą wzajemnie wносить swój wkład i uczestniczyć we wszystkich fazach planowania i rozwoju niniejszego planu współpracy sektorowej w zakresie umiejętności w sektorze drzewnym i meblarskim, w możliwie najszerszym zakresie.*
- *Zamiarem ani celem ustaleń nie jest tworzenie jakichkolwiek praw, korzyści i/lub odpowiedzialności powierniczej przez strony lub między stronami.*
- *MOU w żaden sposób nie będzie zawierać ani zobowiązywać żadnej ze Stron do dostarczania lub przekazywania środków w celu utrzymania zadania.*

- Jeśli zaistnieje jakakolwiek potrzeba lub przyczyna zwrotu lub wniesienia jakichkolwiek funduszy na rzecz lub na wsparcie stron realizujących zadanie, zostanie to poddane kontroli zgodnie z przepisami i/lub procedurami projektu ALLVIEW.
- W przypadku, gdy wniesione fundusze staną się konieczne, wszelkie takie starania zostaną określone w odrębnej i wspólnie uzgodnionej pisemnej umowie Stron lub przedstawicieli Stron zgodnie z obowiązującymi przepisami ustawowymi i wykonawczymi, a niniejsze MOU w żaden sposób nie zapewnia takiego prawa lub upoważnienia.
- Strony niniejszego MOU mają prawo indywidualnie lub wspólnie wypowiedzieć swoje uczestnictwo w niniejszej Umowie pod warunkiem dostarczenia drugiej stronie pisemnego wypowiedzenia.
- Po podpisaniu niniejszego MOU przez obie Strony, niniejsze Porozumienie będzie w pełni obowiązywać.

2.12 Authorization and Execution

The signing of this Memorandum of Understanding does not constitute a formal undertaking, and as such it simply intends that the signatories shall strive to reach, to the best of their abilities, the goals and objectives stated in this MOU.

This Agreement shall be signed by all parties involved and shall be effective as of the date first written above.

Podpisanie niniejszego Memorandum of Understanding nie stanowi formalnego zobowiązania i jako takie ma po prostu na celu, aby sygnatariusze starali się osiągnąć, najlepiej jak potrafią, cele określone w niniejszym MOU. Niniejsze porozumienie zostanie podpisane przez wszystkie zaangażowane strony i będzie obowiązywać od daty podanej po raz pierwszy powyżej.

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w Warszawie

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_____ (Name, Function)

_____ (Date)



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Intentieverklaring Allview partner

[Allview](#) partners uit acht Europese landen* - onderwijsinstellingen, bedrijven, brancheorganisaties en overheidsinstellingen – vormen samen een ecosysteem (Alliance of Centres of Vocational Excellence, CoVEs). Het doel is: een bijdrage leveren aan voldoende en goedgeschoold personeel voor de hout- en meubelsector. De Europese Unie ondersteunt de vorming van deze CoVE tot oktober 2024 en mogelijk ook daarna.

Vanuit het Allview-project bouwt het Hout- en meubileringscollege (HMC) namens Nederland aan landelijke ecosysteem (regionale CoVE).

Doelstellingen:

Goedgeschoold personeel

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- Op het [Allview netwerkplatform](#) vindt u een aanbod van trainingen specifiek voor de sector.

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Datum: 23-12-2023

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1. Introduction

The aim of the WP 6 is to develop a long-term plan at EU and Regional level for solving the skills gaps in the furniture and wood manufacturing sector; the Task 6.4 helps in meeting this objective by creating working groups with policy makers to draw a common strategy for promoting excellence in training.

The Italian partners of the ALLVIEW project, FLA, CEIPES and ASLAM, started this path together and define an action plan to implement at a local level which is composed of different actions and targeted initiatives.

All the Italian Partners are strictly involved in local initiatives to promote, boost and support the excellence of the VET system for the woodworking and furniture industry, according to the principle of the quadrupole helix: Companies representative, local/Regional institutions, training system, R&D system.

Some of these initiatives are promoted by local public entities (municipalities, local administrations, regional entities). FLA, CEIPES and ASLAM evaluate together each single initiative, according to two main criteria:

- The consistency with the aims of ALLVIEW alliance
- The real effectiveness for engaging any possible third party and create a sound network

The document summarizes for each Partner the supported initiatives and the subscribed MoU or adhesion to third networks.

1.1 – FLA

1.1.1 The foundation of the Rosario Messina ITS Foundation

FederlegnoArredo started its commitment towards the excellence in vocational training in 2008, by contributing to the foundation of the **Rosario Messina Foundation**: scope of the Foundation, in accord with the Lombardy Region directives, is to fill the gap between younger people and the professions related to the wood and furniture sector.

The Foundation, located in the Brianza Province, at the heart of the productive district of the furniture sector, promotes high level training courses within the VET system, that combine elements from innovation and cultural tradition and promotes the dialogue and cooperation of all the key stakeholders of the territory; it develops a path strongly oriented to the inclusion in the labour market and responsive to the needs of figures of professionalism within the industry Wood Furniture.

The ITS Foundation Rosario Messina is a recognized and accredited interlocutor for local public entities, as well as for international stakeholders for all the issues regarding the building of solid and qualifying training approaches and paths for VETs.

The co-founders of the Rosario Messina ITS Foundation are:

- Local public entities
- Companies representatives at National and Regional level
- VET system representatives

1.1.2 Pact for Skills – Local initiatives

In 2023 FLA became a member of two local Pact for Skills, the Pact for Skills of Monza and Brianza Province, and the Pact for Skills of Bergamo Province, both in the framework of the initiative promoted by Lombardy Region to boost the VET and lifelong training for the cross sectorial local industry.

The Pact for skills are one of the flagship actions of the *European Skills Agenda*, a five-year plan (2020 – 2025) to help individuals and businesses develop more and better skills and to put them to use, so they can thrive through the green and digital transitions.

With the Pacts, the main players in industrial ecosystems and value chains or supply (including associations, competent public authorities, and SMEs), undertake to cooperate and invest to provide opportunities for updating and retraining for people who are working or seeking work, in the entire industrial ecosystem; members of the Pact have access to knowledge on upskilling and reskilling needs, advice on relevant funding instruments to boost the skills of adults in their regions and countries, and partnership opportunities within the members of the community.

Such pacts aim to promote greater interconnection between labour services, supply chain training and production chain, to:

- identify the territories and sectors in respect of which priority should be given;
- optimize the relationship between the systems of work, education and training and entrepreneurship to ensure quality employment opportunities and the satisfaction of skills needs of enterprises;
- facilitating the transition from school to work and reintegration of workers expelled or furthest from the labour market.

Lombardy Region promoted the creation of territorial pacts for skills and employment as an instrument of anticipation and direction of training provision to be implemented through partnerships composed of public and private entities.

Pact for Skills Monza and Brianza

FLA is a member of the Pact of Skills of Monza and Brianza Province for Wood&Furniture sector, which is composed by 19 Entities.

The partnership is made-up by:

- 2 public entities (Chamber of Commerce of the Province of Monza e Brianza and Local Education Authority)
- 5 Companies representatives
- 3 Trade Unions representatives
- 8 operators from the Training System (VET centers, Training providers), both public and private
- 1 No-profit Association

As written in the Pact (attached), **Brianza has long been one of the main districts of furniture**, relevant in terms of number of companies, employees and turnover. Brianza is the district that presents, in proportion, the more Italian companies dedicated to the sector and is able to drive it, representing it alone over 40% of its regional turnover.



Companies active in the wood industry and furniture manufacturing in 2022, in the province of Monza and of Brianza, are 1,760 and represent 21.8% of the entire manufacturing sector of the province, more than double the percentage of Lombardy (9.6%) and Italian (10.6%).

The sector is particularly relevant for the territory also in terms of **employees and turnover**: if we consider, in addition to the traditional wood industry and furniture manufacture, also the manufacture of equipment for lighting, the sector overall accounts for 2.8% of local businesses, 4.5% of employees and 4.2% of turnover.

The sector is facing the following critical issues in the last years:

- there is an **important staffing shortage** of leading professionals, particularly carpenters, operators of numerical control machines, but also staplers and upholsterers. These last figures are especially needed because of for the growth of the padded in garden furniture, which has registered a renewed interest in consumers following of the pandemic emergency.
- the supply of young people coming from training courses is quantitatively insufficient and has been reduced in time, so the companies try to attract workers already employed by other companies in the sector, generating **internal competition on compensation**, that in the medium term could be detrimental to the system, and, still failing to cope with the issue of scarcity of the sector as a whole
- the challenges related to **the Twin Transition** that are affecting transversally manufacture and that could be difficult to solve for many artisan realities (environmental sustainability, digitalisation and production innovation).

To find an answer to these difficulties, the Pact of Monza and Brianza includes in the partnerships **local institutions representing the business system, the training system and the governance of active labour policies**. It also brings together the main **representatives of entrepreneurs** (industrial and artisan) and **employee representatives**.

These are subjects that have long been operating in the network and some of these, together with FLA, are the founders of the Rosario Messina Foundation. FLA is also relevant for the partnership because of the strict connection with Federlegno Arredo Eventi Spa is the organizer of **Salone del Mobile.Milano**, the most important international design event.

In addition, **the VET** which train professionals and agencies for work, which support the match between demand and supply of work in the industry and **third sector organizations** with consolidated experience in working on job placements of fragile targets.

The plan wants to face the shortare of labor combining an optical of short and medium period with a multi-action response.

The strategic lines of intervention are:

a) **Exploration of new target workers**, with interventions such as

- youth orientation;
- orientation and information towards the female target;
- attraction from other territories;
- orientation towards more fragile and distant targets but not yet explored and enhancement of instruments for the integration of fragile, disabled or disadvantaged people

through experimental paths

b) Dissemination of **organisational and process innovation**

- to increase the interaction between enterprises and the training system;
- response to the progressive ageing of the entrepreneurial structure and workers and the need for up-Skilling of staff currently employed in the sector;
- equip companies and workers with new skills to tackle the sustainable and digital twin transition;
- activities to support and advise companies in the generational transition, in the search for personnel and in the implementation of organizational innovation processes;

c) **Cultural promotion of wood furnishing professions**, freeing them from stereotypical image of the artisan (through systematic programs of visit to the companies and workshop experiences, as well as presentation and meeting in schools).

Within this framework, the apport of FLA to the Pact, consists essentially in:

- Economic and sectoral data monitoring
- Making available all of the public researches on the theme of new skills for the wood-furniture supply chain, developed within European projects;
- Activation of networks of regional national and European centers for excellence, for the development of professional training for the sector, in relation to the purposes of the project
- Activation and promotion of institutional dialogue to support project activities.

Pact for Skills Province of Bergamo

The territorial Pact affects the entire territory of the Province of Bergamo, where **various economic activities related to the raw material of wood** have historically been developed, from forestry to manufacturing activities for the transformation of the wood in handicraft and industrial districts.

The 18.6% of the total area of Bergamo, equal to over 113 thousand hectares, **is occupied by forests**.

The Pact for Skills aims to **recover and integrate local economic activities in a systemic dimension of supply chain, aimed at strengthening the planning and optimization of training processes**, with positive impacts on both the production and maintenance of the territory.

The training activities will be directed towards the following targets:

- Students of technical schools and VET (orientation workshops, company visits, realization of competitions) and secondary schools for orientation activities;
- Young graduates and graduates (also foreigners) looking for first job, and unemployed people to propose paths of various nature and length on the main professions sought by companies;
- Young researchers to be offered scholarships and research;
- Staff of companies in need of retraining to be offered refresher courses on the most business-critical issues;
- SME staff (also small workshop owners) or aspiring entrepreneurs in the sector, to be offered courses update.

The proposed activities of the Pact are:

1. **supply chain table** (supply-demand monitoring, market trends)
2. **optimisation of training cycles**, both for secondary school and for adults
3. **identification of new professional profiles** in the supply chain
4. **CO₂ emission compensation (Okm)** and other green activities
5. **Communication** and dissemination

The contribution of FLA to the development of these activities consists in:

- Economic and sectoral data monitoring
- Making available all of the public research on the theme of new skills for the wood-furniture supply chain, developed within European projects;
- Activation of networks of regional national and European centers for excellence, for the development of professional training for the sector, in relation to the purposes of the project
- Activation and promotion of institutional dialogue to support project activities.

1.2 – ASLAM

1.2.1. Artwood Academy

ASLAM is a VET provider active since 1996 and dedicated to teaching professions related to manufacturing, craftsmanship and services. Along the years it has given rise to various settlements located in the productive districts characteristic of the professions taught. The meeting with FLA gave birth in 2013 to the training center dedicated to the wood furniture sector, with the aim of training technicians in possession of the skills required by companies in the sector. The project has resulted in the construction of a building specifically designed to host the VET and HE/VET courses specific to the sector.

The building is owned by a specially established Foundation which, in addition to FLA and ASLAM, includes other players, such as VET entities, a High School, a University, the Province of Monza and Brianza, the Chamber of Commerce, a Craftsmen association (Confartigianato), Confindustria, and other similar bodies. The school contains classrooms, computer rooms, technological laboratories and a large exposition of worldwide design prototypes that form the Permanent Collection of the Salone Satellite, the most important global exhibition for young designers. The training center, which in 2022 took the name of ARTWOOD ACADEMY, is configured as a unique place in Italy where both relationships between all the stakeholders of the W&F sector and all the indispensable elements for the training of young people who wish to enter this sector converge: technological equipment and laboratory spaces, dedicated hardware and software, useful elements to encourage students' inspiration and aesthetic sense. Within this place ASLAM provides basic VET courses training operators and wood technicians, while Fondazione ITS Rosario Messina provides higher training courses for design technicians, commercial technicians, product and process technicians, all developed in a training thread that allows students to go throughout a complete path lasting a



total of 7 years starting from the age of fourteen, or to exit or enter at each of the subsequent levels to enter the world of work or to obtain a higher-level qualification.

Networking with companies, favored by the presence of FLA, Confartigianato and Confindustria among the members, facilitates the updating of educational contents and the internships as well as study courses carried out directly in apprenticeships.

Every year around 250 students spend an internship period in companies which can last from two to four months, around 30 carry out their studies as apprentices, placed in over 400 companies of different types and sizes, even located in regions other than Lombardy, who collaborate regularly with Artwood Academy.

The average placement rate at the end of the course, at any level, exceeds 95%.

The skills acquired by students during the course of study are highly appreciated by the companies where they work. Because in many cases they are able to support the company's development in terms of technological innovation, sustainability and generational turnover, offering indispensable support for the challenges that the company itself cannot avoid facing as they are imposed by economic, cultural and social changes.

1.2.2 Dialogue between ASLAM and local stakeholders

ASLAM is at the center of numerous relationships with all the stakeholders of the territory. Such dialogue guarantees the diffusion and persistence of the contents developed within the ALLVIEW project towards the Public Administration, Universities, companies, business associations, other VET Centers, High Schools, Trade Unions, non-profit organizations. In fact, in addition to the partnership represented by the participation in the ITS Rosario Messina Foundation, ASLAM has collaborated to establish and animate other networks of stakeholders active in the W&F sector:

- Pact for Skills Monza and Brianza

The pact is promoted by the Government of Regione Lombardia through the Provinces. The dialogue between the Province of Monza Brianza and all the players involved in the pact, ASLAM included, pushes towards a more functional passage from the education and training field to the wood and furniture labour market. In particular, ASLAM has a central role within the dialogue of the stakeholders, as it tries to understand the skills' demand of the firms in the furniture district and, accordingly, aims to shape its training programs to satisfy the production needs.

ASLAM's contribution consists in highlighting which professional figures are most requested by companies in the sector and which skills they must possess in order to be able to modulate the educational contents of their courses so that they are truly useful for their students and for the production reality of reference.

Any further detail on the composition of the Pact and its activity can be found in chapter 1.1.2 of this document.

- Permanent Network of Technical and Professional Education of The Province of Monza (RETEP).



This agreement, born thanks to the work carried out as part of a project on training and orientation co-financed by the EU through the FAMI 2014-2020 Fund, presents as its object the collaboration between the members aimed at improving the quality of the school service, as well as to promote participation and collaboration between school components, representative territorial bodies and economic realities, through the planning, design, and implementation of activities in favor of students.

The network, in full respect of the different identity and equal dignity of the educational and training institutions and orders that are part of it, aims to pursue the following objectives:

- Take an active role in the construction and implementation of curricular paths, also through the promotion and participation in discussions with public administration bodies, at any level, competent in education and training or in any case bearers of a specific interest;
- Contribute to develop discussions with the different Regions, with the State-Regions Conference and with the local entities involved, aimed at defining spaces for the employment of specific professional figures and training courses useful for responding to the needs of the territories;
- Contribute to a better and more precise definition of the outgoing profile of its graduates, also to allow a coherent alignment with the demands of the world of work and professions, also in order to promote the valorization of the skills of each student, strengthening interventions to support the transition between school and work, spreading and supporting learning models in the work environment, achieved through reinforced alternation, the simulated training company and the PCTO with the dual system and apprenticeship.
- Promote research, experimentation and innovation activities that allow the development of laboratory teaching models, useful for promoting new learning methodologies, development of citizenship skills and acquisition of professional skills;
- Share experiences in paths relating to transversal skills and orientation, as well as apprenticeships;
- Define concrete methods of action to achieve the objectives set by the professional education system, as defined by current legislation;
- Share training and educational projects among the subjects participating in the Network;
- Optimize the quality of services provided by individual educational institutions and foundations that provide HE/VET courses;
- Promote innovation and permanent connection with the world of work.

To achieve the aforementioned objectives, the network for the valorization of technical and professional aspects cooperates with public and private entities representing the cultural, socio-economic and productive reality of the country, also linking up with national networks.

In order to carry out the activities mentioned above, the networks and educational institutions adhering to this agreement may give rise to specific projects that provide for mutual collaboration. This agreement has been signed by 22 entities: one local function from the Ministry of Public Instruction, four VET Centers and two High Schools, one Contingent Staff Agency, one Provincial Administration, two Trade Union representatives, ten non-profit organizations, one federation of cooperation enterprises.¹

¹ See the pact following this link: https://app.cpia.edu.it/wp/blog/2022/06/15/rete_learning_permanente/



As part of this agreement, the memorandum of understanding between VET and the Provincial Center for Instruction for Adults – Province of Monza and Brianza (CPIA MB) was also defined and signed to give rise to integrated paths for obtaining the final diploma of the first education cycle, with the aim of carrying out specific actions for students who have attended first cycle courses for at least eight years, or have reached the age of 15 without obtaining the final qualification of the first cycle; aimed at consolidating basic skills and acquiring the final qualification of the first cycle, through the activation of integrated paths between the CPIA and VET. These are paths particularly aimed at young immigrants who need to rebuild and/or complete their education and training path in order to promote their integration into the social, cultural and economic context of the country that welcomes them. Through this agreement it is possible to recognize training credits and skills based on the educational and possibly work history of the subjects in question and build personalized training paths that allow them to realign with the Italian education and training system. Hence, it is possible to effectively address one of the crucial aspects of the migration phenomenon by giving a concrete response to one of the most keenly felt problems not only at a national but also at a community level.

ASLAM is among the founding members of RoadJob ² a non-profit association that promotes innovation and change for a new relationship between territory and industry, and which since 2019 brings together: 26 companies excellence, with a total of 11,000 employees, 11 schools and training institutions with cutting-edge classrooms and laboratories in 44 locations in all the provinces of Lombardy, the best Italian employment agencies, head hunters, business services companies, consultants and professional trainers participate in the project. The objective is to restore value to the territory by filling the gap created by the skill-mismatch, making young people attractive to the industrial sector and providing companies with adequately trained personnel. To date, 1,260 students from lower and upper secondary schools have been involved in orientation activities, 169 boys and girls have completed a course organized by RoadJob Academy with an employment rate 12 months after the end of the course of 92. %.

Since 2019, ASLAM has entered into an agreement with the School of Design of the Politecnico di Milano, to carry out an educational activity of creating prototypes through collaboration between university students following the wood design course and the students of Artwood Academy, at their laboratories and under the supervision of their teachers. The aim of this collaboration is to bring together future designers and future production technicians to get them used to collaborating and using each other's skills to achieve the creation of the final product. The fruits of this collaboration have been widely recognized in recent years both in the academic field and by authoritative exponents of the world of design, even at an international level.

The active dialogue between ASLAM and the local stakeholders of Lombardy enriches in method and substance the potential that Allview, as a consortium, manifests.

From a methodological point of view, the involvement in the consortium guarantees a common grammar in the matter of European VET policies, the usage of new training technologies, and internal architecture of the management and the quality assurance of European projects, in the

² <https://roadjob.it/>

vocational education and training. This possibility not only empowers ASLAM as an independent entity, but also increases the value of the very involvement of ASLAM in local, national and international dialogues. As a result, the role played by ASLAM locally generates a positive feedback that helps Allview to structure and grow.

In substance, ASLAM, working with the consortium partners, aims to learn from the best practices shared, as well as implement its know-how, projecting new working channels and strengthening the existing ones in the territory of Lombardy and, in general, in Italy.

From the local point of view, the role played by ASLAM (together with FLA) in the Territorial Pact for Skills of Monza and Brianza is not secondary, as it tries to outline the necessity of designing particular and specific training programs for the new professional figures in the wood and furniture sector.

The key role played by ASLAM and FLA, and the other participants, in the design of the Pact represents an important contribution that can be shared with the consortium partners, as it shows an optimal cooperation system among the different stakeholders, either institutional and private. As Allview's interest is to monitor, as an observatory, the general trend of the European W&F labour market, the active presence of ASLAM and FLA in this working table with the province of Monza and Brianza enables the consortium to have relevant insights specifically on the labour market that interests the furniture industry in this crucial wood production district in Lombardy.

In the same way, through the participation of ASLAM, the consortium is able to receive insights from the Permanent Network of Technical and Professional Education of the Province of Monza (RETEP) too.

As the structural characteristics of the relationship between the Pact of the Province of Monza and Brianza and ASLAM interest in the possible outcomes of Allview, that is, how to design and implement skills and occupation policies, it is relevant for the consortium itself to learn what results from the collaboration between ASLAM and RETEP. In particular in the matter of designing new training curricula and in the sharing of specific projects, where new and innovative didactic methodologies are applied. As a bottom-up trend, this would eventually enrich also the partners' and stakeholders' basket of RoadJob, as well as to push forward the creative process where the dialogue between ASLAM and the design department of the Politecnico is grounded.

1.3 – CEIPES

1.3.1. University of Palermo – faculty of architecture and Design

CEIPES has had a memorandum of understanding with the University of Palermo since 2007, and since 2022, thanks to the ALLVIEW project, it has formed a specific document with the Faculty of Architecture and Design.

Thanks to this relationship, the two institutions work closely together to:

- The need to strengthen autonomous design capacities aimed at stimulating social cohesion, promoting intercultural dialogue, combating discrimination, promoting

- development and education, encouraging dialogue and understanding in diversity, educating in social and human values, promoting active democratic participation;
- The need to support the commitment of scholastic and non-scholastic institutions in order to respond adequately to the new needs and consequent expectations of local users regarding the development of technical and scientific knowledge, also in view of the needs that have emerged from the application of Law No. 53/2003
 - The need to devote particular attention to the implementation of educational initiatives capable of promoting and consolidating among citizens a sense of belonging to the European Union
 - The need to promote initiatives, debates and reflections on common citizenship and democracy, history and culture through cooperation with European civil society organisations
 - The opportunity to enhance and develop renewed professionalism, promoting and disseminating it appropriately in the surrounding social context
 - The need to further develop the relationship between training and the territory regarding the use in the territory of specific technical-scientific skills
 - The need to activate shared strategies for the benefit of improving culture by promoting and supporting the construction of networks through the common use of suitable teaching structures
 - The need to identify common action strategies with regard to the content and methods of the training activities to be planned and delivered (face-to-face actions, training stages, information seminars, etc.)
 - The need for research, experimentation and training for qualified use of modern technologies.

The University of Palermo is an Italian state university founded in 1806. It was founded at the behest of the King of Sicily Ferdinand III of Bourbon, who recognised it as a university in 1805. In the 1930s, the university in Palermo, like other Italian universities, was 'fascistised'. In the same period, new faculties were established alongside the historical ones of literature and philosophy, jurisprudence and medicine, which maintained their hegemonic role in terms of enrolment numbers. In 1923, the faculty of engineering was established, while in 1935 the degree of architecture was established as an affiliation of engineering.

The Faculty of Architecture and Design encompasses several disciplines associated under the Design-Architecture umbrella, in order to access the multiplicity of contemporary objects and experiences due to the intertwining of different knowledge. It deals with research starting from theories and practices for energy efficiency and environmental sustainability as a privileged material basis for the production of objects and the construction of new habitats, the recognition and formation of new dynamic landscapes, the repair and restoration of objects, systems and architecture, visual and strategic communication, and the dynamics of urban phenomena.

1.3.2. ISTITUTO DI ISTRUZIONE SECONDARIA SUPERIORE STENIO

The VET institute Stenio, is a Vocational education training center with which CEIPES has had a relationship since 2023.

It is located in the city of Termini Imerese and has more than 250 students enrolled in technical-sector courses.

In addition, the school also provides courses for adults, thus promoting life-long learning. CEIPES' desire to open up to its surrounding neighbouring territories concurs with its desire to promote education and life-long learning throughout the territory by ensuring that innovation and development are created at local, regional and national level.

CEIPES with the VET Stenio institute initiated a pact within a national programme called 'alternanza scuola Lavoro'. Thanks to this cooperation, students can carry out training activities at CEIPES as part of international projects.

The CEIPES, undertakes to host at its facilities, free of charge, subjects in transversal skills and guidance pathways at the proposal of I.I.S.S. "STENIO". The object of the stipulated agreement is the participation of pupils of the school institution in projects for transversal skills and for orientation with the aim of providing pupils with the indispensable preparation to be able to develop the professional skills inherent to the course of studies undertaken, specifically the areas concerning business information systems and construction, environment and territory, to research different educational methods for young people and use them to equip them with constructive skills in different fields.

1.3.3. Lisca Bianca

CEIPES has had an agreement with Lisca bianca since 2017. A non-profit association active on the Sicilian territory since 2013.

The main mission of Lisca Bianca aims to respond to the need to offer young people meaningful group life experiences in a natural environment on the one hand, and in a special situation within a strongly protected educational context on the other. The beneficiaries of the intervention are young people in difficulty and/or at risk of deviance, housed in communities for minors, first reception facilities, communities for drug addicts, community centres, mentally and physically disabled people.

In general, young people are involved in both the restoration of the boat's removable parts and in sailing workshops, to which they respond with enthusiasm and participation. These workshops focus on woodworking and the use of carpentry machinery.

Thanks to Lisca Bianca CEIPES contributes to the activities of:

- Recovering the knowledge of the shipwright through the use of innovative technologies that facilitate the acquisition and transmission of traditional knowledge, reduce the time needed for the restoration and prototyping of a traditional boat, and create skills that can be used in all areas of woodworking;

- Transmission of skills on boat building techniques: from traditional wooden boats to the latest generation in vacuum-infused resin and sandwiches of high-tech materials;
- Transmission of skills on the repair and refurbishment of both the interior and the hull, systems, equipment and navigation instruments, in wood, fibreglass, steel and composite materials construction;
- Definition of training packages related to business building, the creation of productive realities, learning techniques for advertising and promoting one's own activities.

1.3.4. EUROFORM

CEIPES (Centro Internazionale Per la Promozione dell'Educazione e lo Sviluppo) and EUROFORM School share a significant and mutually beneficial relationship, with a focus on education and development.

Euroform is a non-profit organisation established in 1996 by a group of professionals motivated by the objective of promoting the local development opportunities offered by the European Union. Euroform carries out the following activities:

- vocational training
- consultancy to public and private bodies
- internationalisation of Sicilian culture and economy

With reference to vocational training, Euroform is accredited to the Sicilian Region, Department of Education and Vocational Training. It has set up two departments within it:

- Professional School of Trades Department
- Adult Training Department

The following points describe the key aspects of CEIPES' and EUROFORM's relation:

- **Strengthening Autonomous Design Capacities:** Both CEIPES and EUROFORM School recognize the importance of fostering autonomous design capacities. They aim to empower individuals and institutions to stimulate social cohesion, promote intercultural dialogue, combat discrimination, and encourage development and education. This shared goal aligns with the mission to create a more inclusive and equitable society.
- **Supporting Educational Institutions:** The organizations acknowledge the evolving needs and expectations of local users, particularly in the context of technical and scientific knowledge. They aim to support scholastic and non-scholastic institutions to respond adequately to these new needs, especially concerning the application of specific laws. This collaboration emphasizes the importance of adapting education to meet contemporary demands.
- **Promoting European Union Citizenship:** CEIPES and EUROFORM School are committed to promoting a sense of belonging to the European Union among citizens. They aim to implement educational initiatives that strengthen the European identity and encourage active democratic participation, fostering a shared European citizenship.
- **Cooperation with Civil Society:** The organizations seek to engage with European civil society organizations to facilitate initiatives, debates, and reflections on common citizenship, democracy, history, and culture. This collaboration extends the reach of their mission by working with like-minded partners in the broader community.

- **Enhancing Professionalism:** Both organizations view their partnership as an opportunity to enhance and develop professionalism. They aim to promote and disseminate their expertise within the social context, enriching the quality of education and development initiatives in the region.
- **Linking Training and the Territory:** CEIPES and EUROFORM School understand the need to strengthen the relationship between training and the local territory. They aim to apply specific technical-scientific skills to benefit the local community and promote regional development.
- **Building Educational Networks:** Collaboration between the two organizations involves the construction of networks through the common use of suitable teaching structures. They aspire to improve the culture and education of the region by pooling resources and knowledge.
- **Common Action Strategies:** CEIPES and EUROFORM School recognize the need for common action strategies related to the content and methods of training activities. This includes face-to-face actions, training stages, and information seminars, which are essential for effective educational outreach.
- **Research, Experimentation, and Technology:** The organizations are committed to research, experimentation, and training to ensure the qualified use of modern technologies. This focus on technology aligns with the broader goal of enhancing education and development, keeping pace with the demands of the digital age.

1.3.5. Fab-Lab

The collaboration between CEIPES and FabLab Palermo, which has been ongoing since 2017, likely involves a partnership that combines CEIPES' expertise and goals with the resources and capabilities of FabLab Palermo.

FabLab Palermo is an APS (Association for Social Promotion), duly registered with FITELE (Italian Federation of Leisure Time) and the national register of associations for social promotion.

FabLab Palermo is a HUB (centre) of union for makers, craftsmen, geeks, hobbyists or simply curious and enthusiasts. FabLab Palermo is active in the area to move from idea to object according to the principles of open peer to peer design or open source, all driven by the will of those who share principles, ideas, methodologies and techniques within this worldwide network of creativity and innovation.

One of FabLab Palermo's aims is to promote and disseminate maker culture. To this end, FabLab Palermo runs courses and workshops independently or in partnership with institutions, schools and universities.

In this capacity FabLab Palermo acts as a "facilitator" and incubator of the transition from an idea to a product or the creation of a business, exploiting the network of contacts and also professional resources distributed in every FabLab in the world.

FabLab Palermo also offers services dedicated to companies or individual professionals or individuals such as 2D and 3D printing design and service, prototype and project development, maintenance, assistance and consultancy.

CEIPES and Fablab Palermo cooperate on the following Key points:

- Education and Training Programs: CEIPES provide educational and training resources, such as curriculum development or expertise in educational methodologies, while FabLab Palermo delivers these programs to the community. This includes courses, workshops, or other educational initiatives related to technology, innovation, and maker culture.
- Project Support: CEIPES assists FabLab Palermo in coordinating and managing projects or programs. This involves helping to secure funding, providing project management support, or offering guidance on project implementation.
- Networking and Partnerships: CEIPES help FabLab Palermo connect with other organizations, institutions, or partners that share similar goals. This involves forming collaborations with local schools, universities, or businesses to expand the reach and impact of their programs.
- International Collaboration: CEIPES, being an international organization, facilitate connections between FabLab Palermo and other similar organizations worldwide. This opens up opportunities for knowledge exchange, joint projects, or participation in global initiatives related to innovation and maker culture.
- Resource Sharing: CEIPES and FabLab Palermo share resources and knowledge, with CEIPES contributing its international perspective and expertise in certain areas, and FabLab Palermo providing access to its physical facilities, machinery, and local networks.
- Event and Workshop Coordination: CEIPES and FabLab Palermo work together to organize events, conferences, or workshops that promote the maker culture and innovation in the region. CEIPES assist in organizing and promoting these events, while FabLab Palermo provides the necessary facilities and technical support.

1.3.6. Assessorato Istruzione e formazione regione Sicilia

The Assessorato dell'Istruzione e della Formazione Professionale della Regione Sicilia is an Italian regional body responsible for the management of education and vocational training within the Sicilian region. Sicily is one of the regions of Italy and has its own regional government, which is responsible for many aspects of education within its territory.

The Department of Education and Vocational Training of the Region of Sicily is responsible for developing policies and programmes for education, from pre-school to higher education, as well as for vocational training. This regional department works to ensure access to quality education for Sicilian students, while also promoting vocational training to prepare young people for entry into the world of work.

The specific functions, programmes and initiatives of the department may change over time according to the priorities of the regional government and the needs of the Sicilian community. For more detailed information on the current activities and initiatives of the Sicilian Region's Department of Education and Professional Training, I recommend consulting the official website of the Sicilian Region or contacting the regional authority directly for the most up-to-date information.

CEIPES and Assessorato dell'istruzione e formazione Sicilia, work together in :

- Identifying Common Goals: CEIPES identifies specific areas of interest and goals that align with the priorities and objectives of the Assessorato dell'Istruzione e della Formazione

Professionale in the Sicilian region. This include areas like improving education quality, promoting vocational training, or enhancing international mobility for students and educators.

- Building Relationships: CEIPES establish and maintain a relationship with key representatives from the Assessorato. This involves meetings, discussions, and networking to understand their needs and interests better.
- Proposing Projects: CEIPES develops project proposals that address the identified areas of interest. These proposals outline the objectives, activities, and expected outcomes of the project.
- Applying for Funding: Depending on the nature of the project, CEIPES applies for funding through relevant educational and training programs, such as Erasmus+ or other EU-funded initiatives. Funding can be crucial for the successful implementation of collaborative projects.

In the specific CEIPES is working the assessorato in selecting schools in the same intervention areas as the headmasters to act as a liaison between the two, making it possible to engage with institutions with a high risk of dropping out of school and facilitating the taking on of students to involve them in activities to combat the drop-out phenomenon. Secondly, the councillor's office will facilitate the involvement of teachers in these institutions for training, together with the councillor's staff, on the subject of hardship and the identification of its components. Furthermore, the Department will facilitate the participation of teachers and students in multidisciplinary focus groups and support the promotion of all the activities of the headmasters, contributing to the achievement of the different targets. At the same time, the Department will coordinate with the Department for Social Activities, which is responsible for coordinating the social services, which will be responsible for: redirecting young people in need of care and their families, so that a basis for dialogue can be built for entire systems and nuclei in need of improved paradigms; bringing their operators into the focus group and multidisciplinary team activities; promoting the headmaster activities. It is specified that the partnership of the Department of Social Activities is formal, but cannot be differentiated from other accounts for administrative reasons.

1.3.7. CeSVoP

To promote and strengthen the presence and role of volunteers in the Third Sector entities, without distinction between associated and nonassociated entities, with particular regard to voluntary organisations. In short, this is the task of the CeSVoP, one of the 49 Volunteer Service Centres scattered throughout Italy and described in Articles 61-66 of the Third Sector Code (Legislative Decree 117 of 3 July 2017). To achieve its purpose, the CeSVoP does not disburse money, but organises, manages and provides free technical, training and information support services for volunteers.

Three Service Centres operate in Sicily

- the CSV of Palermo for the provinces of Agrigento, Caltanissetta, Palermo and Trapani;
- the CSV of Catania for the provinces of Catania, Enna, Ragusa and Siracusa;
- CSV Messina for the province of Messina.



CEIPES (European Center for International Projects) and CeSVoP (Centro di Servizio per il Volontariato di Promozione Sociale) are both organizations that work to support and promote volunteering and the third sector in Italy, particularly in the Sicilian region. Their collaboration can help strengthen the presence and role of volunteers within the third sector. Here's how they may work together to achieve their common goals:

- **Partnerships and Networking:** CEIPES and CeSVoP collaborate through partnerships and networking with each other and other organizations in the third sector. By working together, they are sharing resources, information, and best practices to support volunteers and promote social engagement.
- **Training and Capacity Building:** CEIPES, as a training center, provide training programs and workshops for volunteers and organizations in collaboration with CeSVoP. These training initiatives can cover a wide range of topics, including volunteer management, project development, fundraising, and intergenerational skills development.
- **Technical Support:** CeSVoP benefit from CEIPES' technical expertise in project management and international cooperation. CEIPES provides technical support in designing and implementing projects that involve volunteers or that aim to promote volunteering in the third sector.
- **International Projects:** CEIPES, involve volunteers and organizations from Sicily in European initiatives and exchanges. These projects provide volunteers with opportunities to gain international experience, which can further enhance their skills and the visibility of volunteering in the region.
- **Policy Advocacy:** Both CEIPES and CeSVoP collaborate on policy advocacy efforts to create a more supportive environment for volunteering in Sicily. They work together to engage with local, regional, and national authorities to advocate for policies that recognize and support the role of volunteers in the third sector.
- **Community Engagement:** CEIPES and CeSVoP work together to engage the community and create educating communities in Sicily. By involving various stakeholders, they raise awareness about the benefits of volunteering, encourage intergenerational collaboration, and promote a culture of active citizenship.
- **Sharing Resources:** CEIPES and CeSVoP share resources, such as research, data, and publications, to support their joint initiatives and to strengthen the presence of volunteers in the third sector.
- **Monitoring and Evaluation:** Both organizations collaborate on monitoring and evaluating the impact of their joint projects and initiatives. This data are used to measure the effectiveness of their efforts and make improvements where needed.

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