



Learner Centric Advanced Manufacturing Platform



WP2 – LCAMP Alliance Annual Plan Nov 2024

**Brussels, 1 June 2023,
Version 2**

Authors: EARLALL and TKNIKA



Co-funded by
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.



Co-funded by
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.



This work is licensed by the LCAMP Partnership under a Creative Commons Attribution-NonCommercial 4.0 International License.

LCAMP

partners:

TKNIKA – Basque VET Applied Research Centre, CIFP MIGUEL ALTUNA Centro Integral de Formación Profesional; DHBW Heilbronn – Duale Hochschule, Baden-Württemberg, Curt Nicolin High School, Da Vinci College, AFM – Spanish Association of Machine Tool Industries, EARLALL – European Association of Regional & Local Authorities for Lifelong Learning, FORCAM, CMQE: Association campus des métiers et des qualifications industrie du future, MV: Mecanic Vallée, KIC: Knowledge Innovation Center, MADE Competence Center Industria 4.0; AFIL: Associazione Fabbrica Intelligente Lombardia, SIMUMATIK AB; Association HVC Association of Slovene Higher Vocational Colleges; TSCMB:Tehniški šolski center Maribor, KPDoNE: Kocaeli Directorate Of National Education; GEBKİM OIZ and CAMOSUN college.

Project name	Learner Centric Advanced Manufacturing Platform for CoVEs
Acronym	LCAMP
Start date	15/06/2022
End date	15/06/2026
Budget, maximum grant amount	3,999,988.00 €
Project Officer	Roland Farkas Roland.FARKAS@ec.europa.eu
Coordinator contact	Iñigo Araiztegui iaraztegui@tknika.eus Susana Espilla sespilla@tknika.eus Unai Ziarsolo uziarsolo@tknika.eus
Partners	P1: TKNIKA and MIGUEL ALTUNA, DEPARTMENT OF EDUCATION, BASQUE GOVERNMENT P3: AFM P4: DHBW P5: FORCAM P6: CMQ P7: MECANIC VALLEE P8: DA VINCI COLLEGE P9: KIC P10: MADE P11: AFIL P12: EARLALL P13: KPDoNE P15: GEBKIM OIZ P16: CNG P17: SIMUMATIK P18: TSCMB P19: SKUPNOST VSŠ P20: CAMOSUN COLLEGE
Project summary	<p>The fifth industrial revolution is built upon the technologies of the fourth, with an increased emphasis on a human-centric, sustainable and resilient industrial base, emphasising the digital and green transitions. A key pillar of this economic transformation is the role played by Advanced Manufacturing systems such as Robotics, 3D & 4D printing, artificial intelligence and high-performance computing.</p> <p>I5.0, requires VET to develop 'learning centric approaches' that focus on the holistic competences of humans that plan, manage, oversee or operate technologies.</p> <p>LCAMP will tackle this by incorporating a permanent European Platform of Vocational Excellence for Advanced Manufacturing, seeded from a consortium of 20 partners and over 50 associate organisations including leading VET/HVET centres, companies, regional government, R&D centres, associations of companies and clusters.</p>

	<p>By collaborating across borders, LCAMP's goal is to support and empower regional AM CoVEs to become more resilient, innovative, and better equipped to train, upskill, and reskill young and adult students to successfully face the digital and green transitions. We will help regions grow and be more competitive through their VET systems.</p> <p>The Alliance is service-oriented, planning to establish permanent structures for:</p> <ul style="list-style-type: none"> • Teaching & Learning: establishing AM skills frameworks and curricula; launching or revising AM programmes (including micro-credentials); creating or capacity building learning factories (special AM labs, jointly run by VET and industry) • Cooperation and Partnerships: launching a skills & jobs observatory for advanced manufacturing; accelerating industry/VET/region cooperation ideas via an open innovation community and providing consultancy to SMEs on integrating SME/VET connections. • Governance & Funding: creating a one-stop-shop portal for all our services; ensuring a business case for continuing services to stakeholders in the long-term, while enhancing participation
Work Packages	<p>WP01: Project management and coordination.</p> <p>WP02: Learner Centric Advanced Manufacturing CoVEs Alliance.</p> <p>WP03: Observatory.</p> <p>WP04: Open Innovation Community.</p> <p>WP05: Human-Centric Learning for Advanced Manufacturing.</p> <p>WP06: Industry 4.0 technology absorption through the Collaborative Learning Factory.</p> <p>WP07: SME-VET connection.</p> <p>WP08: Advanced Manufacturing Excellence Discovery Platform.</p> <p>WP09: Dissemination.</p> <p>WP10: Roadmap for Continued Development Learner Centric Advanced Manufacturing CoVEs Alliance.</p>

Glossary and acronyms

Acronyms

AI - Artificial Intelligence

AM - Advanced Manufacturing

Cedefop - European Centre for the Development of Vocational Training

CoVE - Centres of Vocational Excellence

EAfA European Alliance for Apprenticeships

EC European Commission

ECVET European Credit System for Vocational Education and Training

EntreComp The Entrepreneurship Competence Framework

EQAVET European Quality Assurance in Vocational Education and Training

EQF European Qualifications Framework

ESCO European Skills, Competences and Occupations

ETF European Training Foundation

EU European Union

HE Higher Education

HVET Higher Vocational Education and Training

I4.0 Industry 4.0

KET Key Enabling Technology

OECD Organisation for Economic Cooperation and Development

SWOT Strengths, Weaknesses, Opportunities, Threats

TVET Technical and Vocational Education and Training

VET Vocational Education and Training

WBL Work Based Learning

TABLE OF CONTENTS

EXECUTIVE SUMMARY	7
1. ANNUAL PLAN - DESCRIPTION	8
2. LCAMP PROJECT ACTIVITIES – MID-NOVEMBER 2023 TO END OF DECEMBER 2024.....	9
3. ACTIVITIES THAT SERVE THE PURPOSE OF THE ALLIANCE – MID-NOVEMBER 2023 TO THE END OF DECEMBER 2024	10
3.1 MEMBERSHIP TO THE LCAMP ALLIANCE	10
3.2 STRATEGY TO REACH AND ATTRACT POTENTIAL MEMBERS.....	11
3.3 POTENTIAL LCAMP ALLIANCE MEMBERS	12
3.3.1 LCAMP PROJECT PARTNERS.....	12
3.3.2 LCAMP PROJECT ASSOCIATE PARTNERS.....	15
3.3.3 OTHER LCAMP STAKEHOLDERS.....	17
4. COOPERATION WITH OTHER ORGANISATIONS.....	18
4.1 REASONS/STRATEGY	18
4.2 MEMORANDUM OF UNDERSTANDING (MoU)	18
4.3 THEMATIC AREAS FOR THE ALLIANCE.....	18
5. PARTNERS' ACTIVITIES THAT COULD BE BROUGHT UP TO THE LCAMP ALLIANCE DURING 2024.....	20
5.1 THE EC PACT FOR SKILLS AND ITS REGIONAL PARTNERSHIPS - EARLALL	20
5.1.1 ABOUT THE PACT FOR SKILLS.....	20
5.1.2 REGIONAL PARTNERSHIPS	21
5.2 CENTRES OF VOCATIONAL EXCELLENCE COMMUNITY OF PRACTICE – TKNIKA	22
ANNEX I EU AND INTERNATIONAL STAKEHOLDERS.....	23
ANNEX II TEMPLATE FOR THE MEMORANDUM OF UNDERSTANDING (MOU).....	27
ANNEX III THEMATIC AREAS.....	31
LIST OF FIGURES	34
REFERENCES	35

Executive summary

The purpose of this current document, WP2 – LCAMP Alliance Annual Plan, is to help define the activities and initiatives that will be carried out by the LCAMP Alliance in the years to come. In this first annual plan, the activities that service the alliance are outlined, along with the outline to LCAMP alliance membership and strategy. The current document describes the guiding principles of cooperation with other organisations and highlights the different thematic areas that could steer the alliance. Finally it proposed a roadmap of potential activities that the LCAMP alliance could undertake in 2024.

1. ANNUAL PLAN - DESCRIPTION

As described under WP2, the activities and initiatives that will be carried out by the LCAMP Alliance in the years to come need to be defined through the:

- An overall mission, vision, and strategy for the alliance. The report 'Strategic Plan of the LCAMP Alliance' 2023-2027 has been published and is available on the LCAMP project website. This report can be reviewed yearly to include new Alliance developments and missions. The document serves as an inspiration and basis for the drafting of
- Annual plans for the Alliance will include:
 - Activities which will arise in the performance of the LCAMP project.
 - Additional new activities to serve the purpose of the Alliance.
 - Partners' initiatives could be included entirely or partly as LCAMP Alliance activities.

Given the fact that the LCAMP Alliance needs to be legally constituted first, and its statutes are foreseen to be approved by the partners and available by 14.11.2023, the first LCAMP Alliance Plan will hence cover the period from mid-November 2023 to the end of 2024. The following Annual plans will cover the full calendar years 2025 and 2026.

According to the LCAMP project's initial planning, the deliverables Annual Plans need to be produced by 14 June in 2023, 2024 and 2025, which is half a year before they enter into force. Work package 2 members will make sure that the plans are as comprehensive as possible and that there is a process in place to revise the plans to include new activities and initiatives should this be the case.

The Annual plans are available in English though partners can translate them into local languages should they consider it necessary.

2. LCAMP PROJECT ACTIVITIES – MID-NOVEMBER 2023 O END OF DECEMBER 2024

The LCAMP Alliance activities will run in the context of the LCAMP project and hence we consider it important to present them below. Only those activities taking place in the period mid-November 2023 to the end of December 2024 have been included. A Gantt chart is also enclosed in Annex I:

WP1 – Project Management and Coordination

Continuous project reporting (internal to partners and external to EACEA)

Partners meeting – the Netherlands November 2023

Partners meeting – Germany March 2024

Partners meeting – Slovenia October 2024

Quality Assurance and project evaluation tasks

Risk Management related tasks

WP2 – LCAMP CoVEs Alliance

Revision Strategic Plan for the Alliance

Drafting and Approval of the Alliance 2025 Plan (M24)

Drafting and Approval of the Policy Recommendations (M24)

WP3 – Observatory

Observatory report on technology trends, skill needs and job changes in AM – report 2 (M24)

WP4 – Open Innovation Community

Open Innovation Community is created inside the Alliance

Start of the Pilots – Innovation support for VET centres and SMEs

WP5 – Human-Centric Learning for Advanced Manufacturing

Qualifications and Job profiles:

tasks related to the Database of I4.0-specific courses and micro-credentials

Kick-off - tasks related to learning pathways

WP6 – Industry 4.0 technology absorption through the Collaborative Learning Factory

Learning Factory toolkit for VET

Pilot 1 Collaborative Learning Factory and its digital twin (start)

WP7 – SME – VET connection

CLF ADMA frameworks

Start Catalogue of training

WP8 – Advanced Manufacturing Excellence Discovery Platform

Continuous development of the platform via SPRINT methodology. This includes Implementing the Content Management Strategy and Testing and Deployment of Features.

WP9 – Dissemination

Continuous brand-building activities

Annual Dissemination Report (June 2024)

Newsletters and social media posts – regular

Print material – regular

Post on partners' web pages - regular

Continuous stakeholder engagement – local dissemination events

Conference in Germany (March 2024)

3. ACTIVITIES THAT SERVE THE PURPOSE OF THE ALLIANCE – MID-NOVEMBER 2023 TO THE END OF DECEMBER 2024

2024 could be considered an introductory year for the LCAMP Alliance which will evolve from being linked to the LCAMP project and its partners to running activities on its own as an independent legally established association. A process that can't happen overnight and need in-depth reflection and analysis. The Alliance will have its governing structures, funding programme and activity plan – which at the start will heavily depend on the project funding, but which will start evolving beyond the structures of the project very early on.

Following the LCAMP project description, the Strategic Plan for the LCAMP Alliance 2023-2027 and the partners' discussions since the start of the project in June 2022 through different meetings (online and physical), the main activities to take place in 2024 that will serve the purpose of the LCAMP alliance are those related to:

- **Attract members to join the LCAMP Alliance.**
- **Prepare and sign Memorandum of Understandings with different stakeholder organisations.**
- **Discuss and agree on thematic areas for the Alliance to focus its work on**

These activities, which will be supervised under LCAMP WP2, require the participation of all project partners, and the coordination of tasks under different work packages: WP1 (Management), WP3 (Observatory), WP8 (Platform), WP9 (Dissemination) and WP10 (Sustainability)

3.1 MEMBERSHIP TO THE LCAMP ALLIANCE

The project description includes among its objectives: '*SO2: Inform and attract stakeholders to join LCAMP Alliance*'.

One of the prospective long-term outcomes of LCAMP collaboration activities is to set up the Learner Centric Advanced Manufacturing Platform Alliance from members of the three identified stakeholder groups: learners, institutions and the world of work facing the challenges of Industry 4.0.

With its services, analysis tools and rich set of data coming from all three groups benefiting each other, the LCAMP project will deliver hands-on working solutions, not just mere proofs of concepts that will then be capitalised, owned and further exploited by the LCAMP Alliance. The project partners have then valuable arguments to grow the LCAMP memberships organically, inviting new adopters to use the tools and services and further develop a sustainable and expanding network of students and adult learners, VET institutions and companies in Europe and abroad that will hopefully become members of the Alliance.

Although LCAMP has a regional focus, international cooperation adds value in terms of peer learning, validation and testing of results and capacity building. The reasons are:

- No single region or country has all the necessary knowledge and resources to carry out activities and achieve objectives that are relevant for the AM community in general.
- The LCAMP Alliance can only be built by integrating members from different European/international countries. No region nor country can do it on its own.

The LCAMP project description includes ambitious targets for the Alliance to reach during the 4 years project duration:

*‘Establish an **Alliance** of 100 LCAMP members at the beginning of the project populated by regional authorities, national VET/HVET centres, learning factories, SMEs active in AM, employer associations etc.’*

It also indicates the monitoring of the project objectives and targets.

‘This table shows the relationship between Challenges (CH), Specific Objectives (SO), Work Packages (WP), Targets, Measurement Indicators (baseline and target), and Milestones that will be used to measure the achievement of objectives and the overcoming of challenges:’

Needs analysis			Measurement indicators				Milestones
CH	WP	Specific Objectives	Indicator	Baseline	Target	Month	
1, 2, 3, 4	2	SO1: Define legal statutes and functioning rules for the Alliance	I1 Publication of the Alliance in the EU Official Journal (official registration) (yes/no)	No	Yes	M17	MS1 Alliance published in the Official Journal
1, 2, 3, 4	2	SO2: Inform and attract stakeholders to join LCAMP Strategic Alliance at national level	I2 Number of new members (not project partners) become members of the Alliance	Partners+ associate +affiliate	200	M48	MS2 Alliance has at least 100 members (apart from project partners)
			I3 Number of MoUs signed between the Alliance and other agents	40 measured on M17	100	M48	
			I4 Number of recommendation documents for stakeholders	1	30	M24 M36 M48	
			I5 Degree of satisfaction of Alliance members according to evaluation questionnaires	50%	80%	M42	
1, 2, 3, 4	8	SO3: Provide a one-stop-shop service for	I6 The infrastructure of the LCAMP platform is	No	Yes	M6, M12	MS3 Infrastructure

Figure 1 Screenshot from the LCAMP Project Application

As can be seen, it is a target for the LCAMP project partners to attract 100 organisations to join the LCAMP Alliance from its start and hence in 2024.

3.2 STRATEGY TO REACH AND ATTRACT POTENTIAL MEMBERS

LCAMP Alliance founding members are the LCAMP project partners. Once the Alliance legal documents are available (deliverable 2.1 – legal statutes and internal rules), the Alliance founding members will meet to discuss and agree on a campaign to reach and attract new potential members. This outreach campaign will be designed in cooperation with WP9 – dissemination – and WP1 – management and will include:

To reach potential members:

- Visually attractive background documents about the LCAMP Alliance, its potential and support to members to share with potential members.
- Short messages with reasons for joining the Alliance.
- Template messages that the founding partners can use when contacting potential members to join. Messages will be adapted depending on the category of potential members.

- Document the requirements and conditions to apply for membership. It will also include the procedure to follow.
- A user-friendly version of the legal statutes and internal rules.

Items for partners to discuss and prepare regarding the outreach campaign:

- Take account of the Stakeholder Engagement Plan (deliverable 9.6).
- Draft a timeline and chart with clear objectives and targets.
- Distribute tasks and responsibilities – who is doing what when deciding about stakeholders to reach and responses to queries.
- Etc.

3.3 POTENTIAL LCAMP ALLIANCE MEMBERS

The LCAMP Alliance is focused on knowledge related to advanced manufacturing:

- knowledge about technology implementation or use
- knowledge about the skills and competencies to be acquired by students or workers
- knowledge about relevant trends in the field,
- knowledge generation in relevant fields through a community-based approach where different stakeholders interact
- knowledge diffusion, transfer and flow between VET, industry and policymakers.

In this sense, **different agents** can become LCAMP Alliance members. The most relevant are:

- Education providing agents: VET centres, Universities of Applied Sciences, Academic Universities, Chambers, Intercompany institutions and colleges.
- Research, innovation and development agents: VET centres, Companies with R&D labs, Universities of Applied Sciences, Academic Universities, Technological Centres and Scientific labs.
- Policymakers of local, regional, national or international levels.
- International organisations related to AM and VET.

The procedure to become a member, the rights and obligations of members and many other relevant aspects are addressed in deliverable 2.1. of the project (legal statutes and internal rules).

Even though according to the project description, **LCAMP project partners** can't be accounted among the 100 members to join the alliance from the start, they will join de facto unless otherwise stated and agreed by the consortium on a case-by-case basis. Another category of potential members is those organisations that endorsed the LCAMP proposal and provided a signed letter of support: **LCAMP Associate partners**. Finally, **additional stakeholders** operating and local, regional, national or international levels will be reached and invited to join the Alliance as members or to sign a Memorandum of Understanding.

3.3.1 LCAMP PROJECT PARTNERS

LCAMP brings together organisations with the expertise and competencies needed to achieve the goals of the Alliance as laid out in the LCAMP Alliance Strategic Plan. During the project

preparation, the project leaders applied the following partner selection criteria to ensure that the best possible partnership was drawn:

- In-depth knowledge and expertise in the field of VET training design and delivery, skills intelligence, AM business understanding, development and use of training validation and recognition tools and EU-level training, education and employment policies,
- Complementarities with other partners: companies, VET/HVET providers, European networks, regional associations, governments, industrial associations and R&D centres.
- Accessibility to users (students and adult learners),
- Well-established company partnerships,
- Organisational and financial capabilities, a culture of innovation,
- Motivation, commitment and skills of staff involved,
- Experience of EU-level cooperation,
- Location and geographic coverage. LCAMP involves South European, Central European, North European and Eastern countries. It also involves Turkish partners and a partner from Canada. This ensures the geographical coverage of the partnership,
- Upward convergence by involving more developed and less developed regions.,
- Previous experience of working together at EU and national levels.

Under this light, the LCAMP project involves 18 partners from 8 EU member states, 2 partners from non-EU Member States, 1 Affiliate Partner, and 60 Associated Partners from all around the world.



Figure 2 Map of LCAMP project partners

In terms of complementarities, LCAMP brings together all the key stakeholders:

VET/HVET centres

- Curt Nicolin Gymnasiet (Sweden)
- DHBW (Germany)
- CMQ (France)
- Miguel Altuna (Spain)
- Da Vinci College (Netherlands)
- MADE competence centre (Italy)
- TSCMB (Slovenia)
- GEBKIM (Turkey)
- Camosun College (Canada)

The institutions provide work-based learning and dual studies to about 50.000 students. Together they are partnering with more than 20.000 companies in their region.

Regional education bodies:

- Skupnost VSS (Slovenia)
- KPDoNE (Turkey)

The network will be engaged in the testing and development of new collaborative learning factories (CLF), how to implement the CLF model, and how to improve the training provision of I4.0 technologies.

Companies:

- Simumatik (Sweden)
- KIC (Malta)
- FORCAM (Germany)

Together with other associated partners they build a network of IT experts and provide the IT solutions. KIC and his network are responsible for the platform development (WP8), the data management and building the six suites, the home base of all services, data and tools for the different stakeholder groups.

Associations of companies:

- Mecanic Vallée (France)
- AFM (Spain)
- AFIL (Italy)
- GEBKIM Organized Industrial Zone (Turkey)

The associations represent 1000 Advanced Manufacturing companies in their regions. They will support the consortium in the surveys and provide sector-specific information and benchmarks in Industry 4.0.

European networks:

- EARLALL (based in Belgium)

EARLALL is comprised of 12 regional authorities which represent thousands of VET/HVET students in Europe and, in general, project partners are connected to large networks. This

European-wide, even worldwide, connection brings the high potential for impact in a great number of countries and various multiplier tools as far as dissemination is concerned.

R&D centres:

- TKNIKA (Spain)
- INVEMA (Spain)

TKNIKA carries out support services for Basque VET centres and coordinates entrepreneurial programmes and company consultancy programmes in the Basque Country. TKNIKA is carrying out projects in fields related to Industry 4.0.

The variety of the partnership covers the whole Strategic Triangle of AM and VET/HVET

3.3.2 LCAMP PROJECT ASSOCIATE PARTNERS

Letters of Support from the 58 organizations listed below were endorsed to the LCAMP proposal and contact with them takes place at the project level.

LCAMP Associate Partners (Organisation – Country – Type of Organisation)
<ol style="list-style-type: none"> 1. HETEL-ES-vetassocia – Spain - VET association 2. Innobasque ES – Spain - Innovation cluster 3. MCC Company ES Spain Large Company 4. OARSOALDEA development agency Spain Development agency 5. ABCISE-SME-ES Spain SME 6. Addilan- SME ES Spain SME 7. IKASLAN VET assoc Spain VET association 8. Ibermatica-SME ES Spain SME 9. VirtualWare-SME-ES Spain SME 10. SPRI-Basque Cybersecurity Centre Spain Research centre 11. IVAC observatory Spain VET qualification body 12. SMC Es Spain SME 13. -Pixel- ES Spain SME 14. - AFDET -FR France VET association 15. BOSCH Rodez-Fr France Large company 16. -Alliance Industry du Futur AIF Letter of Support France Innovation cluster 17. FGA Company FR France Large Company 18. UIMM VET FR France VET provider 19. IUT Rodez -FR UNi-VET France VET provider 20. AV polo of innovation FR France Innovation cluster 21. IUT Limousin VET FR France VET provider 22. Soutien Fives Machining FR France SME 23. CETIM r_I FR France Innovation center 24. M Tecks FR France SME 25. FIVE FR France Company 26. RATIER FIGEAC France France SME 27. Javelin-CAN-Company Canada Company 28. Saskatchewan Polytechnic-VET CAN Canada VET provider 29. Innovates_LCF-CAN Canada Innovation cluster

30. R3D-CAN Canada Company
31. RRC CAN Canada Company
32. SIPP-CAN Canada Company
33. _SM-CAN Canada Company
34. TAC-CAN Canada Company
35. ImtehazeHeerah CAN Canada VET provider
36. Colleges and Institutes Canada Canada VET association
37. - eiffo eG-DE Germany Company
38. FESTO -De Germany Large company
39. IHK Ostwürttemberg Compny DE Germany Chamber of industry
40. CENIT DE Germany SME
41. Zeiss De Germany Company
42. sanayi-Odea-Chamber-TR Turkey Chamber of Commerce
43. - festo-tr Turkey Company
44. robkod-company TR Turkey Company
45. trukuaz-comany TR Turkey Company
46. Izmit VET-TR Turkey VET provider
47. kocaali chamber TR Turkey Chamber of Commerce
48. -marka-Develoment agency-TR Turkey Development agency
49. Werkgevers Drechtsteden NL Netherlands Company
50. TNO Research-NL Netherlands Research center
51. - COGC-College-Uk UK VET provider
52. AGORIA SME cluster BE Belgium SME cluster
53. LLLP (BE) Intenr assoc International
54. EFVET Internatio International
55. EAEA interna International
56. Chain5 International
57. KMR Innovation District IT Italy Innovation cluster
58. HIFA Sweden Company

Figure 3 LCAMP Associate Partners

3.3.3 OTHER LCAMP STAKEHOLDERS

In the LCAMP project, we will consider stakeholders as the organisations and persons who can affect and be affected, and who have an interest, positive or negative, in the activities of the overall activities of the LCAMP. Stakeholders play a central role in its success. **In particular, stakeholder engagement is central to co-create two activities of the project: the Skills Observatory (WP3) and the Strategic Alliance (WP2).**

As described in the project's proposal each consortium partner and the outputs developed within LCAMP will have to involve different stakeholders to build regional skills ecosystems. Moreover, stakeholders will be invited to join the LCAMP Alliance as members or to sign a Memorandum of Understanding depending on the nature of the stakeholder and the type of interaction that LCAMP wished to establish.

This section needs to be aligned with deliverable 9.6 Stakeholder Engagement Plan and with the partners' "Local Stakeholder Plan".

A list of stakeholders operating and the EU and international level is annexed to this report.

4. COOPERATION WITH OTHER ORGANISATIONS

4.1 REASONS/STRATEGY

As it has been mentioned, LCAMP seeks to become the European reference platform for knowledge, generation and exchange, collaboration, and service provision for VET/HVET centres, public authorities and companies working in the Advanced Manufacturing sector. In this context, cooperation with relevant stakeholder organisations operating at different levels is essential to achieve the LCAMP Alliance's objectives.

As it is explained under the LCAMP 'Stakeholder Engagement Plan' there is a vast potential network of stakeholders relevant to the LCAMP project. LCAMP partners identified over 300 potential stakeholders in research, education, business or policymaking. The opportunities for therefore building a strong Alliance as part of WP2 are numerous. Moreover, the range of stakeholder activities proposed by the consortium also in the same plan is large, ranging from conferences, local activities and online material. However, the real impact of the stakeholder's cooperation relies on regular communication between the LCAMP consortium with the stakeholders, and ensuring that the content shared is multi-directional. In other words, for the LCAMP Alliance to be a reference platform for the sector, stakeholders cannot be engaged with only one-way projecting of information about LCAMP or to carry out an individual action. A strategic Memorandum of Understanding to be signed between the LCAMP Alliance and the given stakeholder organisation could be proposed to set up the principles, areas and objectives of the cooperation.

According to the LCAMP proposal submitted, **a 100 Memorandum of Understanding** will be signed between the Alliance and external organisations.

4.2 MEMORANDUM OF UNDERSTANDING (MoU)

LCAMP understands MoU as a type of **agreement between two parties**: LCAMP Alliance and the stakeholder organisation. It expresses a convergence of will between the parties, indicating an intended common line of action. The LCAMP proposed MoU does not imply a legal commitment, but it is a more formal alternative to a 'gentlemen's agreement' or a letter of intent.

Once the Alliance legal statutes and internal rules are defined, the LCAMP partners will define the LCAMP MOU which will clearly outline specific areas and points of collaboration. It will name the parties, describe the project on which they are agreeing, define its scope, and detail each party's roles and responsibilities. This template LCAMP MoU will be shared with interested stakeholders that might be invited to suggest their views before signature.

The LCAMP partners will also decide the internal procedures and responsible bodies with the LCAMP Alliance to propose and sign these MoUs.

A template MoU is annexed to this report.

4.3 THEMATIC AREAS FOR THE ALLIANCE

The first year of the LCAMP Alliance will put a clear accent on carrying out a stakeholders' engagement strategy and campaign, as it has been previously described. However, the

definition of the thematic areas that will be dealt with in the Alliance will also be discussed and agreed upon.

The LCAMP legal statutes and internal rules will set the specific procedures and conditions to establish possible task forces, working groups and/or thematic teams that will shape the work of the Alliance. These structures nor the main topics that they will be dealing with have to be permanent as new subjects could be proposed or adapted depending on the Alliance's challenges and needs.

Once these broad thematic areas have been agreed upon, the LCAMP Alliance will launch an internal call for membership and participation. First meetings for each of the thematic groups will start to be organised by the end of 2024 if possible. During the first meeting for each of the groups, a leader or chairperson will be elected, and the thematic group's mission and objectives will be discussed and agreed upon.

The thematic groups' mission statements will be annexed to the LCAMP Alliance internal rules and will also be published. They can serve as a promotional tool to attract the interest of new potential stakeholders to join the Alliance as members or through the signing of a MoU.

Discussions regarding possible thematic groups/areas won't start from scratch as two possible options are proposed and annexed to this report.

5. PARTNERS' ACTIVITIES THAT COULD BE BROUGHT UP TO THE LCAMP ALLIANCE DURING 2024.

As indicated in the LCAMP project description, partners will also identify possible activities that they are carrying out or where they are involved that could be brought up to the Alliance and be considered for the benefit of it.

Below are only a couple of examples that could be discussed during 2024 and that are to be led by partners EARLALL and TKNKA respectively:

5.1 THE EC PACT FOR SKILLS AND ITS REGIONAL PARTNERSHIPS - EARLALL

EARLALL supports and promotes the EC Pact for Skills since its launching event in November 2020. The organization has organized several workshops and bilateral meetings with the EC to facilitate its members' information and support regarding membership to the Pact. EARLALL joined the Pact for Skills in May 2021.

5.1.1 ABOUT THE PACT FOR SKILLS

To support a fair and resilient recovery and deliver on the ambitions of the green and digital transitions and the EU Industrial and SME Strategies, the Commission invites public and private organisations to join forces and take concrete action to upskill and reskill people in Europe.

The Pact is the first of the flagship actions under the European Skills Agenda and is firmly anchored in the European Pillar of Social Rights.

Individual companies or other private or public organisations, regional or local partnerships and industrial ecosystems or cross-sectoral partnerships are invited to sign the Pact's Charter whose key principles are:

1. Promoting a culture of lifelong learning for all
2. Building strong skills partnerships
3. Monitoring skills supply/demand and anticipating skills needs
4. Working against discrimination and for gender equality and equal opportunities

Signatories of the Pact are strongly encouraged to translate their engagement into concrete commitments on upskilling and reskilling. These commitments will bring the key principles of the Pact to life.

The Commission supports the signatories of the Pact through dedicated services:

1. **Networking hub**, including support in finding partners and first meetings of the partnerships; linking with existing EU tools, e.g. [Europass](#), [Skills Panorama](#), [EURES](#) and [European Network of Public Employment Services](#); promotion of the activities of the Pact members.
2. **Knowledge hub**, including webinars, seminars peer learning activities; updates on EU policies and instruments; information on projects, tools instruments and best practices

3. **Guidance and resources hub**, including access to information on relevant EU funding; guidance to identify financial possibilities; facilitation of exchange between the Pact members and national/regional authorities.

EU funding, in particular the [Recovery and Resilience Facility](#) and the relevant [funding instruments](#) under the [Multiannual Financial Framework 2021-2027](#) can support the Pact and should be fully used.

To date, the Pact for Skills has:

- Supported the establishment of **18 large-scale skills partnerships** (LSPs) in key industrial ecosystems;
- Gathered **close to 1500 signatories** of the Pact for Skills Charter from all Member States and sectors;
- Launched a **new [website](#)**.

The Pact offers several avenues to share relevant resources and publications. These include:

- The **Pact for Skills [LinkedIn Group](#)** can act as a platform for networking and information sharing, and it's open to all stakeholders interested in skills, also beyond the Pact membership.
- The **recently launched [Pact for Skills online library](#)**, which already includes many resources and publications and will continue to be regularly updated in the coming months.

5.1.2 REGIONAL PARTNERSHIPS

Apart from the Large-scale partnerships in given strategic sectors (Automotive, textile, tourism, culture and creative industries, etc), the Pact for Skills is open to launching Regional Partnerships.

The EC is in favour of applying an Open and flexible approach to allow:

- Multisectoral partnership in a **single region**. Ex. Lombardy Regional partnership.
- Partnerships between **macro-regions**.
- **Collaborations between regions** in multiple countries with a shared geographical or economic proximity or relationship. Ex. European Chemical Regions Network.
- Partnerships between **adjacent regions**, including for example NUTS level 1 or 2 regions.
- Partnerships at **the subregional level** (metropolitan areas; groups of municipalities...)

As key elements, the regional partnership should:

- Bring together private and public stakeholders, including companies, education and training providers..., to take concrete action.
- Link the Partnership to regional economic development or skills strategies.
- Identify Main challenges, key objectives, and possible actions (commitments).

EARLALL is now negotiating an Agreement with the EC under the Regional Partnerships option. The declaration will be published before the summer of 2023. EARLALL could liaise with the EC and the contractual services to see the opportunities for LCAMP Alliance to join the Pact with a focus on the AM sector.

5.2 CENTRES OF VOCATIONAL EXCELLENCE COMMUNITY OF PRACTICE – TKNKA

Since the start of the Erasmus CoVE initiative in 2019, the project leaders of the CoVEs have taken the initiative to regularly meet with each other and exchange experiences, best practices and lessons learned concerning the CoVEs. This is a voluntary and bottom-up initiative by the project leaders themselves to prevent we all are reinventing the wheel and to make sure we can make as much impact with our CoVEs as possible.

Currently, all 22 project leaders of the CoVEs are regularly involved in the Community's activities. The community meets monthly online at least once a year in real life. The Community sets its agenda, depending on the needs and wishes of the project leaders. Recent topics range from 'how to involve small and medium-sized enterprises', exchanging tips and tricks in involving students and teachers and sharing approaches on how to ensure the project's continuation after the project period.

It is an open community of peers. The webpage www.copcovs.eu includes an interactive map with all current CoVEs (the pink markers). If you click on the markers, you will see more info on the various CoVEs, including factsheets, descriptions and contact details of the project leaders.

ANNEX I EU and International Stakeholders

Name	
EIT MANUFACTURING	EIT MANUFACTURING IS AN INNOVATION COMMUNITY WITHIN THE EUROPEAN INSTITUTE OF INNOVATION & TECHNOLOGY (EIT) – THAT CONNECTS THE LEADING MANUFACTURING ACTORS IN EUROPE.
EMEU	THIS IS A NETWORK FOCUSED ON MOBILITIES OF TECHNICAL STUDENTS, BUT THEY ARE ONLY WORKING WITH MOBILITIES.
INNOTECS	THIS IS A NETWORK OF TECHNICAL VET CENTRES.
EFVET	THE LARGEST VET NETWORK IN EUROPE AND WE FORESEE TO COOPERATE WITH THEM, SPECIALLY TO DISSEMINATE OUR WORK THROUGH THEIR NETWORK.
IALF	THE INTERNATIONAL ASSOCIATION OF LEARNING FACTORIES IS A GROUP OF RESEARCH INSTITUTIONS RUNNING LEARNING FACTORIES, THEY STRENGTH THE COOPERATION BETWEEN MEMBERS TO REACH EXCELLENCE IN TEACHING AND RESEARCH.
EURASHE	ITS AIM IS TO STRENGTHEN THE IMPACT OF INNOVATIVE, HIGH QUALITY PROFESSIONAL HIGHER EDUCATION AND RELATED USER-ORIENTED RESEARCH IN EUROPE BY REPRESENTING PROFESSIONAL HIGHER EDUCATION INSTITUTIONS AND FACILITATING THEIR MULTI-STAKEHOLDER COOPERATION AND DIALOGUE.
CHAIN5	IS A NETWORK AIMED AT PROMOTING EQF LEVEL 5 VET EDUCATION IN EUROPE.
WFCP.	THE WORLD FEDERATION OF COLLEGES AND POLYTECHNICS.
TA3.	THE TRANS-ATLANTIC TECHNOLOGY AND TRAINING ALLIANCE. IT IS AN ALLIANCE OF TECHNICAL VET/HVET CENTRES BETWEEN THE UNITED STATES OF AMERICA AND EUROPE.
UNESCO-UNEVOC	TKNIKA IS A UNEVOC CENTRE AND RELATES TO THE INDUSTRY 4.0 AND DIGITALIZATION AND WITH THE NEW QUALIFICATIONS AND SKILLS WORKSTREAMS OF THE BILT PROJECT.
WOMEN IN INDUSTRY	THE WOMEN IN INDUSTRY AWARDS RECOGNISE OUTSTANDING WOMEN FROM ACROSS MALE-DOMINATED INDUSTRIES.
CECIMO	EUROPEAN ASSOCIATION OF THE MACHINE TOOL INDUSTRIES AND RELATED MANUFACTURING TECHNOLOGIES. WE REPRESENT EUROPE'S MT PRODUCERS THROUGH 15 NATIONAL ASSOCIATIONS.
IRM	IRISH MANUFACTURING RESEARCH IS AN INDEPENDENT RTO FOCUSED ON DELIVERING PRODUCTIVITY AND INDUSTRIAL ENERGY EFFICIENCY SOLUTIONS TO INDUSTRY.
ENTERPRISE EUROPE NETWORK	WE HELP BUSINESSES INNOVATE & GROW INTERNATIONALLY.
AEROSPACE VALLEY	PREMIER PÔLE DE COMPÉTITIVITÉ EUROPÉEN EN RÉGIONS NOUVELLEAQUITAINE

	ET OCCITANIE DANS LES DOMAINES : #AERONAUTIQUE, #ESPACE, #DRONES ET #SYSTEMESEMBARQUES
ADDIMAT	ASOCIACIÓN ESPAÑOLA DE TECNOLOGÍAS DE FABRICACIÓN ADITIVA Y 3D.
TCI NETWORK	WHERE THE EXPERTS IN #CLUSTERS AND #INNOVATION ECOSYSTEMS INTERACT, LEARN & GET INSPIRED 🤝💡 EXPANDING WORLDWIDE
PIMEC	REPRESENTEM, DEFENSEM I IMPULSEM EL TEIXIT EMPRESARIAL DE PIMES I AUTÒNOMS DE CATALUNYA
EUROPEAN RESEARCH COUNCIL	THE EUROPEAN RESEARCH COUNCIL, SET UP BY THE EU, FUNDS TOP RESEARCHERS OF ANY NATIONALITY, HELPING PURSUE GREAT IDEAS AT THE FRONTIERS OF KNOWLEDGE.
VET4EU2	VET4EU2 IS A JOINT INFORMAL PLATFORM OF EUROPEAN ASSOCIATIONS ACTIVE IN VET AND HE.
EUCEN	EUROPEAN UNIVERSITY CONTINUING EDUCATION NETWORK - IS THE EUROPEAN ASSOCIATION FOR UNIVERSITY LIFELONG LEARNING
LIFELONG LEARNING PLATFORM	THE LIFELONG LEARNING PLATFORM GATHERS 40+ EU NETWORKS ACTIVE IN EDUCATION AND TRAINING AT EU & INTERNATIONAL LEVEL
WORLD MANUFACTURING FOUNDATION	THE WORLD MANUFACTURING FOUNDATION IS AN OPEN PLATFORM SPREADING INDUSTRIAL CULTURE WORLDWIDE.
CICAN	THE VOICE OF CANADA'S COLLEGES, INSTITUTES, CÉGÉPS AND POLYTECHNICS
EUROBOTICS	SHAPING THE FUTURE OF ROBOTICS IN EUROPE
KATAPULT	NETWERK VAN RUIM 450 SAMENWERKINGSVERBANDEN TUSSEN BEROEPSONDERWIJS EN BEDRIJFSLEVEN, MET 124.000 STUDENTEN, 12.000 BEDRIJVEN & 8.000 DOCENTEN!
EUROPEAN DIGITAL SME ALLIANCE	EUROPEAN DIGITAL SME ALLIANCE IS THE VOICE OF OVER 45,000 #ICT #SMES & #STARTUPS IN EUROPE.
ELCA	GATHERS LOCAL LIGHTING CLUSTER INITIATIVES IN EUROPE, AIMED AT STRENGTHENING COMPETITIVENESS & INNOVATION-LED GROWTH OF THE EU LIGHTING SECTOR.
EFFRA	TRANSFORMING MANUFACTURING IN EUROPE THROUGH EU'S MADE IN EUROPE PARTNERSHIP
SMEUNITED	SMEUNITED'S MISSION IS SHAPING EUROPE FOR SMES AND SHAPING SMES FOR EUROPE.
BUSINESSEUROPE	THE BIGGEST ORGANISATION REPRESENTING EUROPEAN COMPANIES OF ALL SIZES & ALL SECTORS. INSIGHTS ON EU POLICY, ECONOMY, COMPETITIVENESS & TRADE FROM BRUSSELS HQ
SME CONNECT	FOUNDED IN 2017, SME CONNECT IS ONE OF THE LARGEST NETWORKS ADVOCATING FOR SMALL AND MID-SIZED SECTOR IN EUROPE.

SGI EUROPE	SGI EUROPE REPRESENTS EMPLOYERS AND PROVIDERS OF SERVICES OF GENERAL INTEREST IN THE EU SOCIAL DIALOGUE. ENTRUSTED TO DELIVER SUSTAINABILITY GROWTH INNOVATION
DIGITAL EUROPE	THE VOICE OF EUROPE'S DIGITAL TECHNOLOGY INDUSTRY. WE WANT EUROPE TO GROW, ATTRACT, AND SUSTAIN THE WORLD'S BEST DIGITAL TALENTS AND TECHNOLOGY COMPANIES.
FINNOVA FOUNDATION	THE EUROPEAN FOUNDATION FOR THE FUNDING OF INNOVATION. MANAGES STARTUP EUROPE ACCELERATOR, EU TRAINING PLATFORM
EFAA	EFAA, THE BIG VOICE FOR SMALL- AND MEDIUM-SIZED ACCOUNTANCY PRACTICES (SMPS) AND ENTERPRISES (SMES).
EUROCHAMBRES	THE ASSOCIATION OF EUROPEAN CHAMBERS OF COMMERCE AND INDUSTRY
CECE_EUROPE	EUROPEAN ASSOCIATION REPRESENTING MANUFACTURERS OF CONSTRUCTION EQUIPMENT - 1.200 COMPANIES - 300.000 JOBS OVERALL - € 40 BILLION REVENUES
IEEE	ADVANCING TECHNOLOGICAL INNOVATION AND EXCELLENCE FOR THE BENEFIT OF HUMANITY.
CLUSTERSES	CUENTA OFICIAL DE LA FEDERACIÓN NACIONAL DE AGRUPACIONES EMPRESARIALES INNOVADORAS Y CLUSTERS DE ESPAÑA
SCIENCE BUSINESS	BRINGING TOGETHER INDUSTRY, RESEARCH AND POLICY SINCE 2004. FOCUSING ON #HORIZONEU #RESEARCH #INNOVATION
EURADA	THE EUROPEAN ASSOCIATION OF DEVELOPMENT AGENCIES IS A NETWORK OF PRACTITIONERS FROM 70+ RDAS ACROSS 22 COUNTRIES
IRELAND'S CLUSTER CENTRE	THE CLUSTER CENTRE SETS OUT TO STRENGTHEN CLUSTER DEVELOPMENT, OPTIMISE CLUSTER PERFORMANCE & TO SUPPORT THE DEVELOPMENT OF THE NATIONAL CLUSTER LANDSCAPE
SAM - SKILLS4AM	WE ARE CREATING A SYSTEM TO IDENTIFY AND ANTICIPATE THE RIGHT SKILLS FOR ADDITIVE MANUFACTURING: FOR A COMPETITIVE, DIGITAL AND SUSTAINABLE EUROPEAN INDUSTRY.
EUROPEAN METALS	VOICE OF EUROPE'S METALS INDUSTRY, SUPPLYING THE EU ENERGY & DIGITAL TRANSITIONS. EXPECT TWEETS ON CIRCULAR ECONOMY, CLIMATE, TRADE, & ENVIRONMENT POLICY ISSUES
WOMEN IN MANUFACTURING EXPERT GROUP	
CLUSTER COMET	OUR NAME IS CLUSTER COMET AND WE REPRESENT THE ENTIRE MECHANICAL SECTOR OF FRIULI VENEZIA GIULIA (ITALY)
ASSOCIATION OF NORDIC ENGINEERS (ANE)	REPRESENTING 500.000 NORDIC ENGINEERS, PROMOTING THEIR ROLE & PROFESSION.

IN4_GROUP	EMPOWERING BUSINESSES AND THE EDUCATION SECTOR WITH THE KNOWLEDGE AND THE APPLICATION OF INDUSTRY 4.0 TECHNOLOGIES.
MANUFACTURING NEWS	MANUFACTURING NEWS IS A MONTHLY METALWORKING MANUFACTURING PUBLICATION THAT INFORMS OVER 85,000 MONTHLY READERS OF MANUFACTURING SOLUTIONS AND NEW TECHNOLOGY.
	THE NATIONAL ASSOCIATION OF MANUFACTURERS WORKS FOR THE SUCCESS OF THE PEOPLE WHO MAKE THINGS IN US. WE ARE THE INDUSTRY'S ONE-STOP RESOURCE AND VOICE.
IFMCAMBRIDGE	RESEARCH, EDUCATION AND PRACTICE PART OF @CAMBRIDGE_ENG @CAMBRIDGE_UNI MANUFACTURING A BETTER WORLD.

ANNEX II Template for the Memorandum of Understanding (MoU)

Template MoU

This Memorandum of Understanding (“MoU”) is made between:

- 1. KIC InnoEnergy SE, a European public limited liability company (Societas Europaea) having its registered place of business at Kennispoort, 6th floor, John F. Kennedylaan 2, (5612 AB) Eindhoven, the Netherlands (“EIT InnoEnergy”); and*
- 2. Automotive Skills Alliance Asbl, an association under Belgian law, having its registered place of business at Rond point Schuman 6, 1000 – Brussels, Belgium (“ASA”).*

Each referred to as a “party” and jointly as the “parties”.

WHEREAS:

A. EIT InnoEnergy is a European public-private partnership whose mission is to support innovation, entrepreneurship, and training in the field of sustainable energy, with the aim of accelerating the energy transition. To do so, EIT InnoEnergy supports the development of innovative products and services on the market and develops the skills necessary for the energy transition.

B. ASA is a large-scale partnership in the Automotive-Mobility Ecosystem, under the European Skills Agenda Pact for Skills action focusing on the collaboration on up-/re-skilling topics and activities based on strong outcomes of ERASMUS+ projects, such as DRIVES and ALBATTIS, focusing on strategic agenda for upskilling and reskilling of more than 14 million workers in the Automotive sector to facilitate the green and digital transition of the automotive and mobility ecosystem and supporting the Green Deal objectives. For the moment, ASA represents an overarching collaborative platform of more than 90 partners covering industry, education providers, social partners, and regions and provides a pan-European ASA Learning Platform and Skills Framework with the database of training courses bringing unique tool for matching the industry demand and education providers’ training courses offer in order to boost upskilling and reskilling of the European workshop in...

C. ASA and EIT InnoEnergy have been engaged in exploratory conversations regarding a future collaboration. These conversations have resulted in a wish for both parties to move into joint strategic partnership and to lay down their commitment to collaborate in this MoU. The collaboration takes place under the intentions of the EC Pact for Skills initiative, part of the European Skills Agenda.

It is not intended that, this MoU, or any part thereof creates (nor can be construed as) any legally binding obligation to enter into any follow-up agreement, or other form of future collaboration, for either party.

JOINT UNDERSTANDING

1. - Collaboration opportunities

1.1. The parties wish to move into a joint strategic partnership focusing on:

- creating a single pan-European framework to enable upskilling and reskilling in automotive sector, mobility sector and battery value chain;
- supporting the objectives of Green Deal, transport decarbonisation and Pact for Skills through massive support of reskilling and upskilling agenda in the EU;
- providing a platform to facilitate contacts between industry, education providers, regions, policy makers, and other relevant stakeholders to speed-up the green and digital transition of the automotive and mobility sector;
- using joint efforts to make the green and digital transition seen as an opportunity for the businesses, industry, regional development, employers and employees; and
- using all possible tools and best practices from both alliances to incorporate and include all partners that might support and speed up the transition of the labour force, especially the social partners and regional partners.

1.2. This Partnership can be achieved especially through the following actions:

- creating a joint framework where the upskilling and reskilling opportunities and concepts (training courses, curricula, job roles and skills, etc.) will be available and reachable by any industrial, national, regional or other partners;
- joining efforts and presenting this framework to the stakeholders, especially policy-makers and jointly support the use of these tools across the EU;
- joining efforts while reaching to relevant stakeholders, especially education and training providers, as well as aligning approach on the long-term mutual collaboration to expand the networks;
- jointly promoting upskilling and reskilling agenda with policy makers, especially within the Pact for Skills activities and European Battery Alliance;
- jointly seeking available financial resources both for the growth of the framework as well as for creation and/or delivery of concrete training courses that will be provided on the labour market;
- jointly approaching Member States to make use of the ESF+ funding for the upskilling and reskilling the labour force in Member States with a strong battery industry footprint; and
- coordinating and streamlining efforts on creation of dedicated training courses through ASA and EBA Academy members and partners to respond to the industry needs in a focused manner in the relevant topics based on the current trends (e-mobility, digitalisation, green skills, or other).

1.3. The above list is intended as a non-exhaustive list and of an indicative nature only, describing the potential collaboration opportunities already identified, and are to be further explored by the parties. Further collaboration opportunities to be explored can always be proposed by either party and agreed upon between the parties.

1.4. The parties acknowledge that this MoU is not creating binding obligations to perform either of the activities described in section 1.1 and 1.2 above and that the scope the Partnership may evolve in the future. Any obligation with respect to the Partnership under this MoU shall be limited to an obligation on a commercial best-efforts basis to achieve any commitment or result. Any further commitment between the parties shall only be made and be legally valid if made in the form of separated detailed appropriate written agreements in subsequently signed by the parties, after completion of its respective internal approval processes. Nothing under this MoU shall force the parties to perform and fund any subsequent activity or to enter into any Implementation Agreement.

2. - Methodology

Following signature of this MoU, the parties shall agree on a plan and a timeline for the agreed actions.

3. - non-Exclusivity

This MoU does not construct any kind of exclusivity with respect to any of the parties activities. If such exclusivity is intended in any collaboration following an exploration described in this MoU, such exclusivity will be agreed upon in the Implementation Agreements.

4. - Confidentiality

4.1. For the purpose of this MoU “Confidential Information” means information such as but not limited to the existence of this MoU and any follow-up actions with respect thereto, as well as commercial and/or technical information, which is disclosed by a party (either directly or indirectly) in connection with the performance of this MoU, and which is marked as “confidential”, “proprietary” or similar, or which can reasonably be deemed to be of a confidential or proprietary nature.

4.2. The parties may not:

A. use the Confidential Information for other purposes than in connection with Partnership; and

B. disclose the Confidential Information to any third party, except to employees, external advisers and subcontractors who (i) have a legitimate ‘need to know’ and (ii) are under similar confidentiality obligations as apply under this MoU.

4.3. The obligation as mentioned in Article 4.2 does not apply to information which is or becomes public knowledge without a violation of confidentiality obligations.

4.4. If so requested, each party must immediately return to the other party all confidential information that was made available to it.

4.5. If either party incurs costs and or suffer damages a result of a violation of the above confidentiality obligations, it must fully compensate such costs and/or damages to the other party.

5. - Use of logos

Either party is only authorised to use each other’s name and brand logos for the specific actions described in the Partnership and with due regard for the strict integrity of the brand, trade name, logo, presentation and graphic charter. Their reproduction on any medium requires the express written consent of the other party.

6. - Costs

Each party shall bear its own costs associated with the Partnership, or otherwise associated with carrying out this MOU, as well as any costs associated with the negotiations, preparation and execution of this MoU, including any legal advisors’ accountants’ financial advisors and other experts’ expenses and fees.

7. - Non-Solicitation

During the term of this MoU and within two (2) years after the expiration or termination of it, neither party shall recruit any directors, employees and other staff, or consultants from the other party without such other's party prior written agreement.

8. - Term and termination

8.1. This MoU shall become effective following the last signature placed on it and shall expire on the date of its fifth anniversary, unless the parties decide otherwise.

8.2. Either party may terminate this MoU with immediate effect, for convenience reasons.

8.3. Articles 4, 6, 7, 7 and 9 of this MOU shall survive expiration or termination of this MOU. The expiration or termination of this MOU does not affect either party's rights which may accrued before the date of expiration or termination.

9. - Governing law

Dutch law applies to this MoU. Any conflicts relating to it shall in the first instance be subject to the exclusive jurisdiction of the competent district court in Amsterdam, the Netherlands.

ANNEX III Thematic Areas

PROPOSED THEMATIC AREAS – TWO OPTIONS:

- a. One proposal could be inspired by EXAM 4.0:

1. AM-I.40 framework

2. Smart and Connected Machines, Internet of Things Team, Industrial IoT, IoM

Name	Smart and connected machines Team
Description	The goal of this Team is to generate knowledge about the digitalisation of production processes. and the integration of several of the technologies in which the other Teams of the Platform of Advanced Manufacturing Community focus by means of the design of transversal projects in which several Teams will need to apply their knowledge.
Team leader	
Team members	
Topics covered by the Team	

3. Virtual Environments Team

Name	Virtual Environments
Description	The goal of this Team is to generate knowledge about the use of Virtual Environments in Advanced Manufacturing and in training.
Team leader	
Team members	
Topics covered by the Team	Augmented Reality, Virtual Reality, Digital Twins, Simulators.

4. Smart Maintenance

Name	Internet of Things
Description	The goal of this Team is to generate knowledge about the connection of different devices to a network (not necessarily in a Cloud).
Team leader	
Team members	
Topics covered by the Team	Connection, Cloud, Communication Protocols, RFID, Sensors, Processors, Platforms,

5. Big data, cloud, data analytics, Artificial Intelligence, machine learning, DL (applied in AM education) Team

Name	Artificial Intelligence
Description	The goal of this Team is to generate knowledge about the use of Artificial Intelligence in Advanced Manufacturing and in the VET/HVET sector.
Team leader	
Team members	
Topics covered by the Team	Data analytics, Deep Learning, Machine Learning,

6. Robotics Team

Name	Robotics Team
Description	The goal of this Team is to generate knowledge about the use of Robots in the Advanced Manufacturing sector.
Team leader	
Team members	
Topics covered by the Team	Flexible Robotics, Collaborative Robotics, Mobile Robotics.

7. Additive Manufacturing Team

Name	Additive Manufacturing Team
Description	The goal of this Team is to generate knowledge about the use of Additive Manufacturing in the Advanced Manufacturing sector.
Team leader	
Team members	
Topics covered by the Team	3D printing, Additive Manufacturing. (metals & plastics)

8. Methodologies applied to AM education: Learning Factories

Name	Cyber-physical Systems Team
Description	
Team leader	
Team members	
Topics covered by the Team	

9. Cybersecurity in AM Team

Name	Cybersecurity
Description	The goal of this Team is to generate knowledge about cybersecurity related to the Advanced Manufacturing sector. It is a transversal Team and the knowledge generated here will be applicable and relevant to the other Teams

10. Green Transition Team

Name	Green Transition Team
Description	The goal of this Team is to generate knowledge about the energy efficiency, reduction of emissions, the reduction of fossil energy consumption, the reduction of non-renewable energy consumption, the reduction of waste, and the reduction of freshwater consumption.

b. Align thematic areas with the LCAMP project (2 to 7):

Field of activity of the LCAMP Alliance	Strategic Objective
1: The LCAMP Alliance.	1: Define legal statutes and functioning rules for the Alliance.

	2: Inform and attract stakeholders to join LCAMP Alliance.
	3: Share our concerns and advice with policymakers through policy briefs.
	4: Plan the next steps of the Alliance after the end of the project funding.
2: The observatory of trends.	5: Define the different working methods and tools of the Observatory.
	6: Create the panel of experts of the Observatory.
	7: Perform observatory analyses.
3: The innovation community.	8: Establish an Open Innovation Community to promote the development of applied research and development projects, mainly between CoVEs and SMEs.
	9: Clarify the role of VET/HVET in AM R&D activities and its contribution to Regional Smart Specialisation Strategies.
4: Skills intelligence.	10: Provide a sector-specific overview of Industry 4.0 qualifications at EQF 3-6 correlated to the I4.0 technology and skills framework.
	11: Develop skills assessment toolkit.
	12: Provide sector-specific datasets of trainings, courses, and micro credentials for different career pathways.
	13: Establish clearing house for micro credentials and trainings based on Micro-Credential EU Standards.
	14 Develop and provide micro- credentials for new and existing Industry 4.0 specific qualifications in AM.
5: The Collaborative Learning Factory.	15: Develop morphology of a Collaborative Learning Factory (CLF) and the needed elements for its implementation.
	16: Implement Industry4.0 related technologies in VET centre's labs.
	17: Develop an assistance framework to help VET/HVET centres in implementing industry 4.0 technologies in their labs.

6: The approach to collaborate with SMEs.	18: Create a catalogue of trainings and offer them at SMEs in all partner countries related to the ADMA framework and transition model.
	19: Create a catalogue of trainings and offer them at SMEs in all partner countries related to the ADMA framework and transition model.
	20: Develop a support framework from the scans to the implementation of solution through the Open Innovation Community.
7: The online platform	21: Provide an online one-stop-shop service for accessing all services, data and information generated by the project.
	22: Localise Content appropriately for different languages and stakeholders.
	23: Maintain a technical service infrastructure, ensuring high level maintenance and service continuity, across a variety of platforms.
	24: Ensure a sustainable usage of the tools, services provided within the six suites of LCAMP and the continuation of the Alliance after the end of the project funding.

List of Figures

FIGURE 1 SCREENSHOT FROM THE LCAMP PROJECT APPLICATION	11
FIGURE 2 MAP OF LCAMP PROJECT PARTNERS	13
FIGURE 3 LCAMP ASSOCIATE PARTNERS	16

References

LCAMP Project Application, ERASMIS-EDU-2021-PEX-COVE, 2021.