



D2.2 ANNUAL PLANS FOR LCAMP ALLIANCE (II)

WP2: Learner Centric Advanced Manufacturing CoVEs Alliance



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GLOSSARY AND/OR ACRONYMS

AI - Artificial Intelligence
AM - Advanced Manufacturing
CoVE - Centres of Vocational Excellence
EC - European Commission
ECVET - European Credit System for Vocational Education and Training
EQF - European Qualifications Framework
EU - European Union
OECD - Organisation for Economic Co-operation and Development
HE Higher Education
HVET - Higher Vocational Education and Training
I4.0 - Industry 4.0
CLF – Collaborative Learning Factory
TVET - Technical and Vocational Education and Training
VET - Vocational Education and Training
OIC – Open Innovation Community



CONTENT TABLE

EXECUTIVE SUMMARY	6
1. 2025 ANNUAL PLAN DESCRIPTION.....	7
2. OUTREACH ACTIVITIES.....	8
2.2 Report on 2023 – 2024 Activities	8
2.2 Targets for 2025	9
3. FIELDS OF ACTION	10
3.1 Skills and jobs observatory of trends.....	10
3.1.1 Why an Observatory of Trends? Why could it be an asset for the LCAMP Alliance members?.....	11
3.1.2 Further information about the LCAMP Observatory	12
3.2 The Open Innovation Community	12
3.2.1 Further information about the LCAMP Open Innovation Community (OIC).....	12
3.3 The Collaborative Learning Factory	13
3.3.1 Learning factories in vet centres.....	13
3.3.2 Further information about the LCAMP Collaborative Learning Factory	14
4. ACTIVITIES.....	15
4.1 LCAMP Alliance's general set of activities	15
4.2 Activities Planned in 2025.....	15
4.2.1 Webinar on 'Understanding the EU Advanced Manufacturing Skills Challenges and Opportunities across European regions.' January or February 20 online.	16
4.2.2 EU Project Development Workshop - Autumn 2025	16
4.2.3 News flash information bulletins on relevant events and publications.....	16
4.2.4 LinkedIn Group	16
4.2.5 Invitation to LCAMP Conference 2025 (Sweden, 13-15 May).....	17
4.2.6 Partners own events with stakeholders	17
4.2.7 Definition of the Roles of the Secretariat	17
4.2.8 Others	17
4.2.9 lianceMonitoring Alliance Activities.....	18
4.2.10 Job Shadowing Mobility Experiences	18
5. PROPOSED CALENDAR	19
6. LIST OF CURRENT ALLIANCE MEMBERS	20
7. INDEX OF TABLES	21



EXECUTIVE SUMMARY

In the context of the LCAMP project, yearly plans holding activities and initiative for the Alliance will be designed. These plans are inspired by the LCAMP project activities, but serve the purpose of strengthening cooperation among Alliance's members. 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 2025.

The second Annual Plan for the LCAMP Alliance covers the calendar year 2025. While the previous plan was mainly dedicated to promoting the Alliance and gathering interests from prospective members, this one will build on the collaborations established, reach out to further interested players in the field of VET/HVET and Advanced Manufacturing, and will also include ad hoc initiatives for those that have already joined the LCAMP Alliance Community (chapter 4).

As explained, the activities designed for the LCAMP Alliance will run parallel to those implemented in the context of the LCAMP EU-funded project. The LCAMP WP2 members have agreed to propose reasonable, achievable initiatives of the interest of the members consulted during the LCAMP project's first Conference in Aalen (Germany) on 14-15 May 2024.

2025 will also be fundamental in defining and setting up the LCAMP Alliance's legal structure as described in the LCAMP project. The LCAMP Alliance founding members will meet in Brussels in the autumn of 2025 with the Belgian legal representatives to sign the statutes that must be registered within the country's Justice Ministry register of associations.



1. 2025 ANNUAL PLAN

DESCRIPTION

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

- 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 (<https://lcamp.eu/library/>). 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:
 - o Activities which will arise in the performance of the LCAMP project.
 - o Additional new activities to serve the purpose of the Alliance.
 - o Partners' initiatives could be included entirely or partly as LCAMP Alliance activities.

As explained under last year's document, the first LCAMP Alliance Plan covered the period from mid-November 2023 to the end of 2024, as the Alliance's statutes and internal rules were unavailable until mid-November 2023. For clarity, it was agreed that 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 ensure that the plans are as comprehensive as possible and that there is a process 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 (in full or sections of them) into local languages should they consider it necessary.



2. OUTREACH ACTIVITIES

2.2 REPORT ON 2023 – 2024 ACTIVITIES

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 once the EU-funded project ends. A process that can't happen overnight and needs in-depth reflection and analysis. As agreed and mentioned in the first Annual Plan for the Alliance, the main activities that were allocated to the Alliance and that took place in 2024 were those related to:

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

The activities were supervised under LCAMP WP2 but required 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).

Apart from these, [legal statutes](#) and [internal rules](#) were drafted and approved and can be found on the project website too (<https://lcamp.eu/library/>) Apart from defining the governing bodies and legal framework for the association, they set the field and type of activities that LCAMP Alliance will organize for its members. Some of these are hence proposed for 2025.

By the time this plan is written, end of May 2024, the LCAMP project consortium will be grateful to acknowledge that 27 VET schools have expressed their interest in joining the Alliance. This figure doesn't include the project partners nor the 60 associate partners that endorsed the project at its start. It is also important to highlight that the number is increasing as, apart from the local stakeholders events organized by the partners with more than 160 participants in total and the international events where LCAMP has been showcased, the Alliance was presented during the LCAMP Conference in Aalen (Germany) on 14-15 May 2024. The LCAMP conference gathered more than 140 people from 14 countries in Europe and abroad. The Alliance was presented during the plenary and further discussed during a dedicated session. Further information about the conference can be consulted on the LCAMP website <https://lcamp.eu/conference-page/> and its newsletter number 4 (also available on the website <https://lcamp.eu/library/>).

The LCAMP project dissemination report dated June 2024 holds details on the activities where the Alliance has been promoted and the type and number of stakeholders that have been reached. A specific email has been created for potential interested organizations to contact the LCAMP consortium: info@lcamp.eu



Annexed to this report the reader can find the list of all those VET schools that have expressed interest in joining the Alliance before May 2024. An updated list will be included in the 2026 Plan to be produced in June 2025.

2.2 TARGETS FOR 2025

The partners have been invited to use the promotional material that has been created under WP9 (including its dedicated page on the website <https://lcamp.eu/alliance/>) to continue raising awareness of the LCAMP Alliance and increasing interest among potential members. By the end of the project, the Alliance should count with 200 members and this is an ambitious target that requires coordination among LCAMP project partners and a clear strategy. WP2 will carry out regular checks regarding membership interest and the partners' activities to engage with their local and regional stakeholders. These local events are foreseen under WP9.

50 new organisations should be added to the LCAMP Alliance in 2025. This figure doesn't include the LCAMP project Associate partners nor the project partners. The partners could use the following LCAMP project activities to engage with potential members:

- Local Stakeholder Events - 40 local stakeholder events to be organised during the 4-year project.
- LCAMP Conference 2025 – to take place in Sweden on 13-15 May 2025.
- Others from WP9 – press communication, newsletter section, etc

Apart from the LCAMP project activities, the ad-hoc LCAMP Alliance activities that will be organised in 2025 will be an occasion to attract new members too. For these activities, we refer to section 4 and its calendar.

The participation of partners in international events related to VET or Advanced Manufacturing issues could also be an opportunity to seek collaboration and possible membership from international stakeholders.



3. FIELDS OF ACTION

The LCAMP Alliance statutes and Internal rules include the following as the association fields of action or areas of interest where to develop joint activities.

- Field one: The skills and jobs observatory of trends.
- Field two: The open innovation community.
- Field three: Skills intelligence
- Field four: The Collaborative Learning Factory.
- Field five: The approach to collaborate with SMEs.
- Field seven: The online platform

These working fields are related to the LCAMP project activities and results and also try to give responses to the challenges that are included in the [LCAMP Alliance Strategic plan](#). WP2 suggests a focus for 2025 in two of them so that the workload is reasonable, and the members start sharing their expertise in those topics which are most advanced in the LCAMP project work:

- **Field one: The skills and jobs observatory of trends**
- **Field two: The open innovation community**
- **Field four: The collaborative learning factory**

This suggestion doesn't exclude the possible development and implementation of initiatives in other fields. **The LCAMP Alliance is a dynamic and adaptable plan that needs to serve the interests of the Alliance members.**

These areas (Observatory and Collaborative Learning Factory) are also the main topics of the 2024 Policy Recommendations and LCAMP project Conference in Aalen (Germany) on 15-16 May 2024. These LCAMP results will be further promoted, exploited and analysed in 2025.

3.1 SKILLS AND JOBS OBSERVATORY OF TRENDS

The LCAMP Observatory seeks to provide up-to-date and user-friendly information on the current skills trends, gaps and skills prediction in Advanced Manufacturing. The LCAMP observatory is one of the services of the LCAMP project platform that could be of interest for the LCAMP Alliance members.

The LCAMP Observatory will be a reliable and easily accessible source of information and data for trainers, VET teachers, and professionals, updated on Digital / Advanced Manufacturing / Smart



Innovations are delivered through a multimedia and interactive platform that can be customized according to individual interests.

The observatory will publish periodical reports for VET and HVET target audiences about technology trends, labour market changes, skills needs, and occupations in Advanced Manufacturing. It is expected that SMEs, industry clusters and other associations will also find valuable information in the observatory.

The publication of a yearly report is planned.

- Report 1: June 2023,
- Report 2: June 2024,
- Report 3: June 2025.

The mentioned main reports will be complemented with additional sub reports, regional and national reports that will be periodically distributed on our platform and by conventional dissemination channels.

Furthermore, taking into account the interest of our partners, as expressed in the workshop we organised at the 2024 conference, in organising job shadowing activities that can be funded by Erasmus+ mobility projects, the Alliance will organise, on an experimental basis, one or two job shadowing activities that all members will be able to sign up for. The purpose of these activities is to enable Alliance members in general, and VET schools in particular, to have access to the latest technological, industrial and educational trends and to obtain quality information to improve their teaching.

3.1.1 WHY AN OBSERVATORY OF TRENDS? WHY COULD IT BE AN ASSET FOR THE LCAMP ALLIANCE MEMBERS?

At this moment, there is a lot of high-quality information about advanced manufacturing, but it is not reaching VET/HVET centres.

- There are already existing observatories, some of them producing high quality data.
- There are also many data sources from official statistics: Cedefop, OECD and others.
- Each agent has a form of knowledge (Jensen, 2007) The information that each agent has, tends to be very “sticky” (Hippel, 2005) The transfer of information from one agent to the other is key for the EU AM sector to thrive.
- There are plenty of observatories, white papers, trends forecasts etc for AM but, from a VET perspective, the huge amount of info is very dispersed and difficult to gather and exploit.
- Human factor: the way Industry 4.0 and Advanced Manufacturing are affecting workplaces and jobs, as well as their impact on people is of strategic importance.
- VET practitioners are usually aware of their regional realities However, they lack international perspectives.
- There isn't a cooperation network of VET/HVET centres in advanced manufacturing to monitor and share information.
- Students of all levels have difficulties to learn about the career opportunities they may have.



3.1.2 FURTHER INFORMATION ABOUT THE LCAMP OBSERVATORY

If you are interested in learning more about the LCAMP Observatory please don't hesitate to visit the LCAMP website dedicated page for the Observatory and consult its relevant reports:

- [LCAMP webpage WP3](#)
- [Observatory Methodology](#)
- [Observatory Report 1](#)

3.2 THE OPEN INNOVATION COMMUNITY

The LCAMP Open Innovation Community (OIC) aims to promote the development of Research and Innovation projects for and by LCAMP Alliance Members. According to the feedback from the 2024 conference, our members would like to receive assistance and training about different EU programmes and potential projects. Not only did our partners demand it, but also indicator 23 of the detailed project description tells us that we should reach the number of three project applications submitted to the Erasmus+ and Horizon Europe programmes from the OIC. To respond to both demands, in 2025 we will launch a pilot activity, focused on European project development for the members of the Alliance. The dates and location are still to be decided.

LCAMP Alliance members also showed interest in the Learning Factory concept. Right now, after having defined the concept of Learning Factory, Collaborative Learning Factory and their respective morphologies in WP6, we are working transversally between the OIC, the CLF and WP7 to develop a diagnostic and improvement model for VET schools that want to set up their LFs or CLFs. On a pilot basis, in the Basque Country, we already have 14 VET centres, all members of the Alliance, which are going to start implementing their CLFs. As in the previous point, in addition to being a demand from our partners, this issue is also a project indicator (indicator 22).

3.2.1 FURTHER INFORMATION ABOUT THE LCAMP OPEN INNOVATION COMMUNITY (OIC)

If you are interested in learning more about the LCAMP OIC, please don't hesitate to visit the LCAMP website library and consult its relevant reports:

- [Open Innovation Community Model](#)



3.3 THE COLLABORATIVE LEARNING FACTORY

The Collaborative Learning Factory (CLF) is a concept that brings together the principles of collaborative learning and the structure of a factory-like environment to enhance the learning experience. LCAMP will be the first Collaborative Learning Factory in Advanced Manufacturing at the EU level, and probably worldwide.

3.3.1 LEARNING FACTORIES IN VET CENTRES

The LCAMP project partners have carried out research on the state of arts regarding the implementation of learning factories in VET which could be of interest of those LCAMP Alliance members looking for adapted pedagogies and methods.

“Learning Factories are a practical way of teaching in a hands-on environment, specialized learning environments that replicate real-world industrial settings and provide hands-on learning experiences for students.” (E. Abele, 2015). In recent years, the trend of creating LF in the educational field has emerged. This fact is due to the positive contributions that this type of work-based learning offers in learning environments. The benefits of LFs at the university level are well documented in the literature. The approach is likewise useful for VET study programs.

However, the use of LFs in VET is not very popular. The research carried out in 9 countries shows that with very few exceptions, the variation of LFs denominated Scale Down Learning Factories (SDLF) are the most common type of LFs used in VET. These modular-sized LFs, normally commercially supplied for didactic purposes, use equipment with reduced size compared with industrial equipment. Those SDLFs are equipped with state-of-the-art digital technologies used in Industry 4.0 environments but they work on elements with smaller dimensions. Their didactic function makes them appropriate to address not only technical competences but also transversal ones. On the other hand, the SDLF lack the potential to work in the manufacturing of real products for which life-size are needed. In that respect, the pedagogical approaches of SDLFs are more limited.

The core LFs, meaning life-size environments with industrial equipment and layout, are not common in VET centres.

The LCAMP project **has piloted a Collaborative Learning Factory concept which was followed up by the LCAMP project and is being approached as a joint Learning Factory.** LCAMP Alliance members could learn about this experience and draw their practices from it.



3.3.2 FURTHER INFORMATION ABOUT THE LCAMP COLLABORATIVE LEARNING FACTORY

If you would like to get further information about how collaborative learning factories can be set up and run and about the LCAMP experience in this field, please don't hesitate to visit our website and consult the LCAMP relevant reports:

- [LCAMP website page](#)
- [Research on the role of Learning Factories in VET](#)
- [Morphology of the LCAMP Collaborative Learning Factory](#)



4. ACTIVITIES

The LCAMP Alliance's proposed activities are listed in its Statutes and Internal Rules, both documents can be consulted on the LCAMP website (<https://lcamp.eu/library/>). These are also inspired by the LCAMP project work and results but can be adapted over time to best respond to the challenges and needs shared by the partners. The set of activities

4.1 LCAMP ALLIANCE'S GENERAL SET OF ACTIVITIES

The LCAMP Alliance supports activities **aimed at generating, disseminating, sharing, and connecting knowledge related to advanced manufacturing and VET centres from a technological perspective. It seeks to:**

- Promote cooperation initiatives between the association and its members and international organisations in the field of Advanced Manufacturing, VET and education and training.
- Organise training courses and/or introductory presentations on the association's work and functioning to new members' staff.
- Propose and establish working groups dealing with Advanced Manufacturing, VET, education and training-related topics of interest for the members.
- Provide its members with relevant information related to their area of interest and activity.
- Promote dialogue with EU institutions and other international organisations to ensure that the objectives of the Alliance and the interest in the work carried out by its members are taken into account.
- Oversee the promotion of good practices identified in each member organisation.
- Engage in advisory activities and policy influencing in order to convey the viewpoints of its members on all subjects related to Advanced Manufacturing, education and training to organisations, institutions and associations.
- Promote and boost collaborative EU-funded projects, including participation in EU-funded projects with their funding (co-funding) as requested by the EU rules and the promotion of teacher and student mobility.

The LCAMP project partners believe that these activities are comprehensive enough to provide the right context for the Alliance members to strengthen their internationalisation strategies, peer learning, facilitate exchanges and share experiences.

4.2 ACTIVITIES PLANNED IN 2025

It is important to highlight that the LCAMP project partners expect more activities to be implemented in 2025, but at the present date, the ones below can already be confirmed as LCAMP Alliance Activities in 2025. The proposed activities could be organised jointly coinciding



with the LCAMP project activities or with the partners' planned activities for 2025 and they will in all cases be branded as LCAMP activities too:

4.2.1 WEBINAR ON 'UNDERSTANDING THE EU ADVANCED MANUFACTURING SKILLS CHALLENGES AND OPPORTUNITIES ACROSS EUROPEAN REGIONS.' JANUARY OR FEBRUARY 20 ONLINE.

What are the European initiatives to support actions that solve skills challenges and mismatches in the sector? What are the skills opportunities? What are the strategies and initiatives that EU regions are putting in place to contribute to a sustainable future for the sector?

In this webinar, lifelong learning experts will provide insights into the skills opportunities and challenges faced by the EU Advanced Manufacturing sector, encompassing a wide range of professionals from automation, to computation, machine tool industries to policymakers who are designing projects and initiatives to upskills and reskills the workforce.

The webinar will last for 1H30 and present a general EU context followed by 3 to 4 examples from Europe's regions.

4.2.2 EU PROJECT DEVELOPMENT WORKSHOP - AUTUMN 2025

In 2025 we will launch a pilot activity, focused on European project development for the members of the Alliance. The dates and location are still to be decided.

4.2.3 NEWS FLASH INFORMATION BULLETINS ON RELEVANT EVENTS AND PUBLICATIONS

On a regular basis, the LCAMP Alliance members will receive ad-hoc information regarding relevant events that are organised by the EU institutions and other international associations that are of interest for Advanced Manufacturing stakeholders and where they can participate if they wish to. These can include the European Week of Regions and Cities workshops; the EU Sustainability Week; the EU Industry Days; etc.

Moreover, the dedicated bulletins will include publications and reports on the sector and/or skills challenges because of the twin transition and demographic trends.

4.2.4 LINKEDIN GROUP

Invitations to join the LCAMP LinkedIn Community (Group) will be sent to all those who have expressed interest in joining the LCAMP Alliance. The LCAMP LinkedIn group will constitute a great platform to strengthen the LCAMP Community and facilitate peer learning and exchanges.



The group will be animated and monitored by the LCAMP project partners through the Work Package 9 (dissemination) work plan and strategies.

4.2.5 INVITATION TO LCAMP CONFERENCE 2025 (SWEDEN, 13-15 MAY)

The members of the LCAMP Alliance will be invited to join the second LCAMP Conference which will take place in Sweden from 13 to 15 May 2025. It will be an excellent occasion to meet with other VET/HVET centres, network, learn the latest developments in the sector and get to know the Swedish Advanced Manufacturing world better. Invitations will be sent in due course, but the Conference dates have already been shared so that the Alliance's members can save them on their calendars. The Conference will also be the perfect moment to officially welcome the new members of the Alliance.

4.2.6 PARTNERS OWN EVENTS WITH STAKEHOLDERS

The LCAMP project foresees the organisation of 40 local events with the partners' stakeholders. The information regarding these events and the stakeholders contacted at the regional/local level by each partner are described in the Dissemination reports, in the Work Package 9 project description and also on the LCAMP Stakeholders plan that was developed at the start of the project in the spring of 2023.

The LCAMP project partners have agreed to use these local events to reach out potential Alliance's members and share with the stakeholders not only the current LCAMP project activities and deliverables but also the opportunities that joining the Alliance could bring to their organisations.

These local events programmes and agendas will be shared in due course with the Alliance members too.

4.2.7 DEFINITION OF THE ROLES OF THE SECRETARIAT

In 2025 we will define the roles of the Secretariat of the Alliance. The idea would be to define the job profile for the person in charge of the Alliance so that we can pilot it with EU co-funded working days until 2026 and publish a job vacancy at the end of the project (in case there is no scale-up with public funds).

4.2.8 OTHERS

Representatives from the **initial 27 members of the Alliance met during the LCAMP Conference** in Aalen (May 2024) and agreed to develop activities which are aligned with promoting mobility exchanges and cooperation among the institutions. They also suggested the creation of a database or repository with the best examples.

As main topic of interest the Alliance's current members mentioned the following ones: Digital twins, 3D printing, ERP systems, Artificial Intelligence, cybersecurity, virtualisation, Internet of things, logistics, Big Data and transversal ones such as language learning or maths.



It is expected then that in 2025 the Alliance will try to cater for those interests and that the calendar of activities will be adapted to include some actions in those. These activities could be proposed and led by some of the Alliance members themselves.

4.2.9 MONITORING ALLIANCE ACTIVITIES

By the end of the year, the activities that have been organised for the Alliance members will be reviewed and a short evaluation report will be proposed. The aim of this monitoring process is to find out the degree of satisfaction among the Alliance members regarding several aspects such as the activities proposed, the topics shared, the duration of the activities, the level of interaction, etc.

All the Alliance activities will be followed by a short satisfaction survey so that the LCAMP project partners can get a clear understanding on the quality and relevance of the activities proposed for the participants/Alliance members.

4.2.10 JOB SHADOWING MOBILITY EXPERIENCES

The Alliance will organise, on an experimental basis, one or two job shadowing activities that all members will be able to sign up for. The purpose of these programmes is to enable Alliance members in general, and VET schools in particular, to have access to the latest technological, industrial and educational trends and to obtain quality information to improve their teaching.



5. PROPOSED CALENDAR

The following is a table with the proposed activities chronologically:

4.2.1. Webinar	February 2025
4.2.3. Newsflash With Information	February 2025
4.2.4. Invitation LinkedIn Group	March 2025 – April 2025
4.2.5. Invitation to LCAMP Conference (Sweden)	May 2025 (13-15)
4.2.3. Newsflash With Information	May 2025
4.2.6. Local Stakeholders	All Year Long – Updates In June 2025
4.2.10 Job Shadowing	First Round (Around May – June 2025)
4.2.8. Other Activities	All Year Long – Updates In June 2025
4.2.3. Newsflash With Information	July 2025
4.2.7. Definition Of The Role Of The Secretariat	October 2025
4.2.3. Newsflash With Information	October 2025
4.2.2. EU Project Development Workshop	November – December 2025
4.2.9. Monitoring Alliance Activities	December 2025
4.2.3. Newsflash With Information	December 2025
4.2.10 Job Shadowing	Second Round – Second Half 2025
Outreach And Promotional Activities	All Year

Table 1. Proposed Calendar of Activities 2025



6. LIST OF CURRENT ALLIANCE MEMBERS

As of May 2024:

VET Center
Laudioalde Lanbide Eskola
FP San Jorge
Centro de Formacion Somorrostro
CIFP Txurdinaga LHII
CIFP TARTANGA LHII
Armeria Eskola
Mondagron
Usurbilgo Lanbide Eskola
Tolosaldea Lanbide Heziketako Ikastetxe Integratua
Aretxabaleta Lanbide Eskola
Oteitza Lizeo Politeknikoa
CIFP Repelega LHII
EASO
CIFP ZORNOTZA LHII
Salesianos Deusto
CIFP Bidebieta LHII
CIFP Fadura LHII
Don Bosco
Berrikuntza Ikastetxean
La Salle Irun



CIFP PLAIAUNDI LHII
FP Zornotza
CIFP MENDIZABALA LHII
IES Xabier Zubiri Manteo
IMH - Advanced and Digital Manufacturing Campus
IES Cotes Baixes (Alcoy)
IES Luis Vives - Leganés

Table 2. List of Alliance Members as of May 2024

7. INDEX OF TABLES

Table 1. Proposed Calendar of Activities 2025.....	19
Table 2. List of Alliance Members as of May 2024	21







Learner Centric Advanced Manufacturing Platform



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