



# Interreg



EUROPEAN UNION

## Danube Transnational Programme Learning by Doing

# Danube Work Based Learning Observatory Network

**Project title:** *Targeted capacity building of VET partnerships in the Danube Region for the effective modernisation of VET systems*

**Project acronym:** Learning by Doing

**Lead partner organisation:** Budapest Chamber of Commerce and Industry

**Project duration:** 30 months January 2017 — June 2019

**Programme Title:** The Danube Transnational Programme

**Priority Axis no. 4:** Well-governed Danube Region

**Project budget:** 2.358.967,80 €, up to 85% of the expenditures are co-funded by EU (ERDF, IPA) and 15% is national contribution

[www.interreg-danube.eu/learning-by-doing](http://www.interreg-danube.eu/learning-by-doing)

# LEARNING BY DOING

Nevertheless, vocational education and training at all levels is at the core of Europe's response to labour market needs. In this respect, the trend to reinforce Work Based Learning in VET is strong across Europe.

Learning by Doing established the frame for a common capacity building across Danube countries for relevant VET actors through reinforcing

regional, national and transnational partnerships in the Danube countries.

The project aims to bridge the gap between VET actors – stakeholders from the Danube Region, inviting them to navigate through 3 spheres of learning - study visits and staff exchange, capacity building and ambition setting, scenario development workshops for innovative strategies.



*A stream of cooperation*

# MAIN RESULTS OF THE PROJECT

More than **400 TVET** actors from the Danube Region are supported to develop work-based learning schemes in VET due to the projects' fundamental results

**Danube Work Based Learning** *Observatory Network* is established through *Fesability Study and Regulatory Framework*

**Guidebook for more efficient Work Based Learning** is the main instrument from the project, based on the partners' experience in capacity building actions, and includes the key studies provided by the partners

**Strategies & Policy recommendations** developed by the two partners from each country as they influence the national VET policies. The Danube Observatory is the network which further valorises all these strategies for the whole Danube Region

The project has a sound contribution to three main programme indicators, as follows :

• **Strategies for strengthening institutional capacities and transnational multilevel governance de-**

**veloped and/or implemented** – 21, reached by *National Visions and Scenarios on modernising WBL systems, 9 Strategies and 10 Policy Recommendations*

• **Tools for strengthening institutional capacities and transnational multilevel governance developed and/or implemented** – 12, accomplished through *9 Local Partnerships* to support VET reforms, a *Critical Analysis of Key Challenges* and a *Guidebook for more efficient WBL and the WBL Observatory*

• **Documented learning interactions in finalised operations** – 14, workshops and empowering capacity building actions, study – visits and staff exchanges

# BOSNIA AND HERZEGOVINA

## WHY

The Chamber of Economy of Sarajevo Canton and the Ministry of Education, Science and Youth of Sarajevo Canton have decided to participate in this project with the aim of promoting and supporting the idea of dual education, as well as animating companies to actively participate in the implementation of practical education. The purpose of the VET system in Canton Sarajevo is to create the conditions for high quality education in order to ensure the acquisition of general and specific competences necessary for living in accordance with changes in the socio-cultural context and demands of the labour market, modern technologies and progress.

## WHAT

Learning by doing has improved the cooperation between VET actors in Sarajevo Canton and in the Danube region, which implies that the project fulfilled its purpose. The new knowledge adopted within visits to project partners and insights into the educational system of their countries has certainly improved the capacities of the project teams from the Chamber and the Ministry, as well as the capacities of stakeholders.

## HOW

From the joint realisation of project activities, new ideas and visions were born which resulted in the development of a capacity building plan for the promotion of VET system which will serve to animate VET actors and their active participation in future projects. Policy recommendations will increase the awareness among authorities about the importance of dual education and cooperation of educational institutions with the Chamber of Economy of Sarajevo Canton.



PRIVREDNA KOMORA KANTONA SARAJEVO

Chamber of Economy of Sarajevo Canton



Kanton Sarajevo  
Ministarstvo za obrazovanje,  
nauku i mlade

Ministry of Education, Science and Youth of Canton  
Sarajevo Government

# BULGARIA

## WHY

- The Chamber of Commerce and Industry - Vratsa and MES-Regional Department of Education - Vratsa have joined the project in order to boost the introduction of WBL in VET in the region and to contribute to the ongoing process of reform in the VET system in Bulgaria towards modernisation, for a more effective response to the labour market demands.
- Enhancing the capacity and knowledge of stakeholders for a more fruitful collaboration, and increasing the role of the companies in the WBL and quality of VET education, were the other reasons to work in LbD.

## WHAT

- **Regional model of cooperation and collaboration** in planning the state admission in VET schools, based on the market demands has led to a more balanced and effective planning, including new professions and specialities
- **National capacity building plan and Communication plan** for sensitisation campaigns with **road map for preparation of state admission in VET schools for Vratsa region**, approved by the Ministry of Education and Science as a pilot model, will be multiplied at national level.
- **Increased interest towards the WBL in VET due to the active sensitisation campaigns**
  - More visible role of local companies in WBL - special logo designed and awarded to involved companies:



ОБУЧЕНИЕТО Е КАУЗА,  
БЪДЕЩЕТО – ЦЕЛ

## HOW

- 'Early carrier guidance', 'Quality of WBL in VET', 'Qualification of VET teachers and mentors' are the main sectors for recommendations for further improvement of the WBL policy and the basis for new legislative initiatives
- New approaches in sensitisation campaigns learnt in LbD will be applied for improving the WBL attractiveness
- Knowledge and good practices from Staff exchange meetings as well as partnership contribute for the permanent improvement of WBL in VET by new projects, Observatory, etc.



Chamber of Commerce and Industry Vratsa

Ministry of Education and Science - Regional Department of Education  
Vratsa

# CROATIA

## WHY

A regional group of all relevant VET stakeholders of the Croatian Chamber of Economy Varaždin County Chamber created, through the Learning by Doing project cooperation, an environment capable for adoption and further communication of recent trends in the VET system in order to provide sufficient and adequately skilled labour supply for the needs of the regional economy.

## WHAT

The Learning by Doing project allowed

- Expert discussions among stakeholders and different target groups resulted with interconnection and with significantly improved mutual understanding on issues, solutions and needs for the modernisation of the existing VET system;
- Recognition and implementation of the best practice learned in the Danube region;
- Knowledge improvement of all regional relevant VET actors concerning reinforcement of WBL schemes easing transition from school to work;
- Improved public and students'/parents' perception of VET by implementing two regional sensitisation campaigns during enrollment in the school years 2018/2019 and 2019/2020 by using tailor-made promotional materials.

## HOW

Effective partnership developed within the project could strongly contribute to transition challenges of the VET system toward more apprenticeship oriented forms of WBL in Croatia.

# CZECH REPUBLIC

## WHY

The aim of the Learning by Doing project in the Czech Republic was to find a way HOW to modernise VET. Number of activities included analysis of the current state of VET and discussion of issues related to the more flexible response of school education to dynamically changing market needs, well-educated career advisers, wider involvement of company trainers in school education, sharing of vocational e-books.

## WHAT

The most successful were online marketing campaigns that have been addressed by hundreds of thousands of pupils, parents and businesses throughout the country. Brno Chamber participated in a number of events (Gaudeamus, Mobile FabLab, Job Fair, etc.). Special web portal [www.remeslosevyplati.cz](http://www.remeslosevyplati.cz) was created, where project news is published.

## HOW

One of the most successful Brno Regional Chamber of Commerce event was the realisation of the Young Confectioners Competition from the South Moravian Region 'Sweet and Playful Craft', which took place at the Festival of Education at the Brno Exhibition Centre in November 2018. The festival of education was visited by over 10,000 visitors.

# HUNGARY

## WHY

To improve the capacities of all relevant VET actors through reinforcing regional, national and transnational partnerships in order to ease the transition of existing VET systems in the Danube countries.

## WHAT

- Organise capacity building national workshops for key stakeholders
- Promote VET by sensitisation campaigns, videos and blogposts
- Organise study visits in Hungary for countries in the Danube regions to share good practices
- Participate in study visits and staff exchanges in the Danube region in order to get insight of current VET systems and compare them
- Gather 'Learning by Doing' systems in the Danube region
- Plan an observatory for dual education within the partnership

## HOW

By operating a network of national key stakeholders of VET, work based learning and employers



# ROMANIA

## WHY

- The project had a good contribution to the CAPACITY BUILDING OF THE LOCAL VET ACTORS, and the STAKEHOLDERS GROUP reached an excellent level of cooperation based on the implemented actions and on the international experience sharing actions.
- The cooperation capacity gained in the project will be promoted within the Danube WBL Observatory Network for transnational knowledge and experience sharing.

## WHAT

- The local results of the project represent the main message of the *High Level Policy Round Table, May 2019*.
- As a medium-term result of our project, we mention the three developed policy recommendations, envisaged to increase 'TVET Quality', to ensure a better 'Access to TVET' and to support the progress 'From dual to trial'
- *One of our locally piloted and implemented specific result is the 'Title of excellence'* – a mechanism for quality assurance in TVET schools, implemented at local level by the stakeholders group and multiplied in three other counties.
- The *Title of excellence* is a successful process, which generated one of our policy recommendations, aiming at increasing the quality of VET, especially the Work Based Learning approach.
- In the region 14 VET schools were awarded with the Title of excellence.

## HOW

- This local level result will be the central objective of our multiplication actions, to extend the results at national level, and later to ensure the visibility within the Danube WBL Observatory Network.
- The national level is already reached by the three counties in which 26 schools applied for 93 Titles of Excellence and the local stakeholders will establish their improved capacity for local cooperation by recognising the excellence in these TVET schools.



NATIONAL  
CENTRE  
FOR TVET  
DEVELOPMENT

National Centre for Vocational Education and Training  
Development



Hunedoara Chamber of Commerce and Industry

# SERBIA

## WHY

Secondary vocational education in Serbia amounts to 75% of student population and it is based on work based learning, but not equally represented in all qualification and learning processes. One of the major challenges for the system was the greater involvement of companies in the learning process. Since the beginning of the project, the Law of Dual Education was adopted and it promoted both ideas, learning by doing in the companies. Also, cooperation and coordination between different institutions involved in the LbD was also a challenge. The project enabled the Serbian Chamber of Commerce and the Industry and the Institute for Improvement of Education, two key partners, to achieve a strong and creative relationship through their engagement.

- Study visits and staff exchanges enabled us to gain valuable information of the diverse VET models and LbD practice in partner countries which we further shared with our colleagues in both institutions, but also with teachers in the VET schools, individual companies and representatives of various national institutions and bodies in the field of education, labour and employment, trade unions, employers' associations and members of the non-governmental sector.

- During the project we used opportunities to organise various activities aiming at the promotion of LbD and building capacities of relevant stakeholders, both on national and local level. We organised consultative workshops, trainings of stakeholders in the areas of planning of learning process in companies and competence based assessment, career guidance and counselling.

- Our project activities targeted students, parents, employers and teachers. We organised an educational event in Subotica in November 2018, 'Development of Students' Entrepreneurial Competencies through Work Based Learning', where students from 11 VET schools from all over Serbia presented their works in the field of baking, textiles and leather industry. More than 400 students, teachers, parents and employers participated in this event. Also, we organised in total 22 seminars on the assessment of vocational competences, attended by more than 700 teachers and instructors from companies. The event in Subotica and the last three seminars were organised within the European VET skills week 2018.

## WHAT

- We have built capacities in selected VET schools and have gained experience relevant for the whole VET system. We achieved better understanding of LbD and its requirements concerning schools and companies. By cooperating with several international projects in the field of formal and non-formal learning, we have created the necessary synergy in the further development of the LbD models in Serbia.

## HOW

Further modernisation of the VET system in Serbia will take into consideration the lesson learned in this project and the development of the LbD models. The project showed that necessary cooperation between vocational education and economy is the precondition for the success of LbD and that it needs to be improved further as well as capacities of all relevant stakeholders. Also, securing quality standards in the implementation of LbD is the next step in improving students' competencies and mobility.



Chamber of Commerce and Industry Serbia



ЗАВОД ЗА УНАПРЕЂИВАЊЕ  
ОБРАЗОВАЊА И ВАСПИТАЊА

Institute for the Improvement of Education

# SLOVAKIA

## WHY

- The Bratislava Regional Chamber of SCCI has been for several years a very active key player in the Regional committee for vocational education.
- The dual education system needs new impulses to respond to the current demands of the labour market.
- Joining theoretical education with practical training is the most effective tool for preparing a skilled workforce.
- Only well educated pupils with practical experience can meet changing labour market needs.
- Only effective cooperation of all stakeholders with legislators can respond to the constantly changing conditions and needs of the labour market in the matter of appropriate legislation setting.

## WHAT

- A key factor in the success of a dual learning system is the proper motivation of all stakeholders in the learning process. Employers, primary school pupils and their parents as well as the secondary vocational schools.
- In addition to appropriate legislation, a broad and well-targeted promotional campaign is needed on the benefits of this modern teaching method to all participated stakeholders.
- The experience of our foreign partners is very important in order to avoid unnecessary mistakes in setting up the whole system.

## HOW

- By creating an expert group of all stakeholders we have formulated reasonable solutions in the setup of the whole system. Lastly, very positive changes were made in the legislation in the second half of the year 2018.
- Using the experience of foreign partners and adapting to our conditions, we have achieved a functioning and motivating system for all stakeholders.
- By the number of targeted campaigns, especially towards primary schools, we have contributed to spreading awareness of this modern way of learning.
- By setting up the cooperation of experts from all the concerned areas, we have created a platform for continuous improvement of the system with a view to further development of labour market requirements.

# SLOVENIA

*Our locally piloted and implemented specific result is the enhanced promotion of the apprenticeship pilot and strengthened cooperation of VET stakeholders.*

As identified during the first phase of the project, the lack of cooperation among key VET stakeholders was the main challenge hindering the transition towards more effective and more company-based work-based learning in vocational education and training. Due to the lack of cooperation, there was also a lack of systemic promotion of VET, WBL and apprenticeship, whose image has not been as positive in recent years in Slovenia. The need for the modernisation of the VET system has already been recognised, as the new Apprenticeship Act, which introduces apprenticeship as a new company-based educational form (an apprentice spends at least 50% of the time in company), was adopted in May 2017, especially considering that apprenticeship offers better training according to the needs of the economy, easier transition from education to work (early professional socialisation), early employment of young people and more coordinated supply and demand for staff. Project activities allowed the newly adopted apprenticeship scheme in Slovenia to be promoted on local, regional, national and European level. The project also contributed to the strengthening of VET partnerships locally, regionally and nationally, primarily with the establishment and functioning of the local stakeholder group consisting of representatives of all relevant VET/WBL/apprenticeship stakeholders.

## WHY

## WHAT

There are four core project results that have had the greatest impact on the developments in the field of vocational education and training with the emphasis on work-based learning and apprenticeship in Slovenia:

- 1) strengthening cooperation of all key VET/WBL stakeholders
- 2) knowledge transfer
- 3) enhanced promotion and raising awareness on importance of work-based learning and apprenticeship form of vocational education and training
- 4) development of national strategy and policy recommendations for the improvement of the implementation of the Apprenticeship Act (2017)

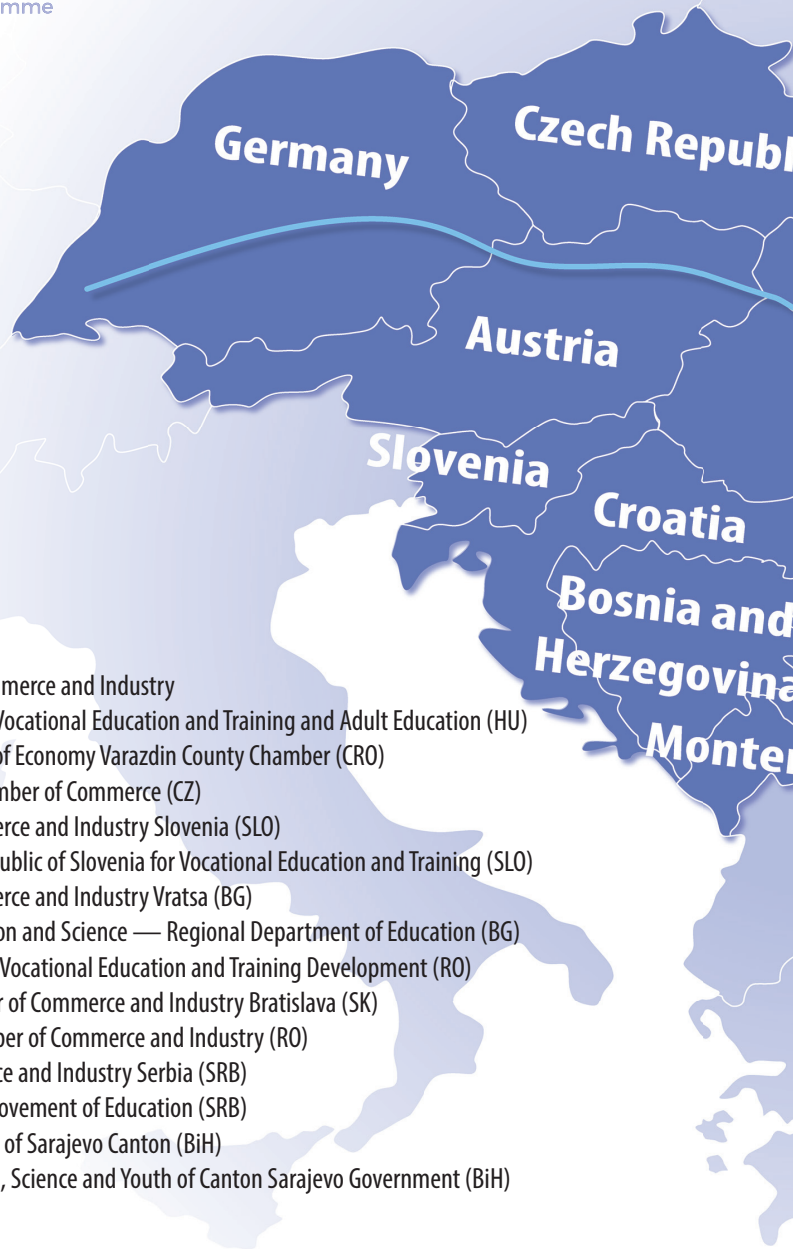
## HOW

- by establishing and functioning of local stakeholder group (implementing several different stakeholder workshops and capacity-building activities)
- by building relationship with VET schools and companies (establishing network of VET schools and companies involved in the apprenticeship pilot) - targeted visits to VET schools and companies, all over the territory of Slovenia, based on individualised and focused strategy
- by helping to establish the cooperation of WBL coordinators from VET schools and in-company mentors
- by sending VET teachers and company representatives to study visits and staff exchanges (more than 20 stakeholders participating in more than 15 different study visits and staff exchanges organised in partner countries)
- by participating in study visits and staff exchanges and hosting 1 study visit and 3 rounds of staff exchange in Slovenia
- by implementing two online and social media sensitisation campaigns targeting youth and companies
- by participating in the largest career fair in Slovenia
- by organizing the 'Apprenticeship festival' gathering approximately 200 participants, representing apprentices, VET schools, companies, policy- and decision-makers



# A stream of cooperation in pictures





## **PARTNERS**

- LP: Budapest Chamber of Commerce and Industry
- ERDF PP1: National Office for Vocational Education and Training and Adult Education (HU)
- ERDF PP2: Croatian Chamber of Economy Varazdin County Chamber (CRO)
- ERDF PP3: Brno Regional Chamber of Commerce (CZ)
- ERDF PP4: Chamber of Commerce and Industry Slovenia (SLO)
- ERDF PP5: Institute of the Republic of Slovenia for Vocational Education and Training (SLO)
- ERDF PP6: Chamber of Commerce and Industry Vratsa (BG)
- ERDF PP7: Ministry of Education and Science — Regional Department of Education (BG)
- ERDF PP9: National Centre for Vocational Education and Training Development (RO)
- ERDF PP10: Regional Chamber of Commerce and Industry Bratislava (SK)
- ERDF PP11: Hunedoara Chamber of Commerce and Industry (RO)
- IPA PP1: Chamber of Commerce and Industry Serbia (SRB)
- IPA PP2: Institute for the Improvement of Education (SRB)
- IPA PP3: Chamber of Economy of Sarajevo Canton (BiH)
- IPA PP4: Ministry of Education, Science and Youth of Canton Sarajevo Government (BiH)

## **■ Danube Transnational Programme area**



## **ASSOCIATED STRATEGIC PARTNERS**

- ASP1: Chamber of Economy of Montenegro (MNE)
- ASP2: Ferenc Rakoczi II Transcarpathian Hungarian Institute (UA)
- ASP3: Chamber of Commerce and Industry of the Republic of Moldova (MD)
- ASP4: Chamber of Industry and Commerce for Lower Bavaria in Passau (GER)
- ASP5: Vienna Chamber of Commerce and Industry (AT)
- ASP6: Ministry of Economy, Entrepreneurship and Crafts (CRO)
- ASP7: State Institute of Vocational Education and Training (SK)
- ASP8: Solaris Development Centre for Youth and Environment GmbH
- ASP9: Nestle Hungaria (HU)



# Interreg



EUROPEAN UNION

## Danube Transnational Programme Learning by Doing

### **CONTACT**

#### **Lead Partner**

*Budapest Chamber of Commerce and Industry*

Address: 1016 Budapest, Krisztina krt. 99,

Telephone: +36(1)488 2190/ Fax: +36(1)488 2108, E-mail: [learningbydoing@bkkik.hu](mailto:learningbydoing@bkkik.hu)

#### **Romanian partners**

*National Centre for Vocational Education and Training Development*

Address: Bucharest, Spiru Haret Street, no. 10 - 12,

Telephone 0213111162, Fax 0213125498, E-mail: [vet@tvet.ro](mailto:vet@tvet.ro)

*Hunedoara Chamber of Commerce and Industry*

Address: 330025, Deva, 1 December 1918 street, no. 23,

Telephone: + 40 254 212924/ Fax +40254218973, E-mail: [office@ccihunedoara.ro](mailto:office@ccihunedoara.ro)