Biomimicry Design for Sustainability Skills in VET

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KA220-VET - Cooperation Partnerships in Vocational Education and Training

D1.1 Project Handbook

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1. Introduction

The LET's MIMIC project is dedicated to designing and developing a digital learning intervention that fosters biomimicry design principles in vocational education and training (VET). This document constitutes the Project Handbook, offering essential guidelines for effective project implementation. It outlines the project's management structure, risk management plan, quality assurance framework, and financial management processes. Additionally, it details the project's integration of digital technologies for execution and adopting green practices to uphold environmental responsibility and minimize the project's ecological footprint.

1. Project overview

LET's MIMIC aims to integrate biomimicry into Vocational Education and Training (VET) programs to enhance sustainability, innovation, and practical skills among students. Biomimicry, emulating nature's time-tested strategies and patterns to solve human challenges, offers a unique and practical approach to vocational training. By incorporating biomimicry into VET curricula, LET's MIMIC fosters a new generation of skilled professionals adept at creating sustainable solutions and innovative designs inspired by nature. The project ensures that VET programs are sustainable and relevant, supporting young people to develop green and environmental skills linked to the UN Sustainable Development Goals (SDGs).

The project analyses the skills and competencies needed to adopt VET biomimicry practices. Students engage in biomimicry design through problem-based learning approaches supported by a digital learning platform designed on biomimicry principles of defining, biologising, discovering, abstracting, emulating, and evaluating as a new approach to sustainability education. The project further supports educators in integrating sustainability education into learning. Outcomes are validated through wide deployment in Romania, Turkey, France, Spain, Portugal, and Greece.

Integrating biomimicry into VET involves developing specialised modules and hands-on projects that emphasise real-world applications in various fields, such as architecture, engineering, materials science, and environmental management. These modules will cultivate critical thinking, creativity, and problem-solving skills by encouraging students to study and mimic natural systems and processes.

1.1 Project objectives

LET's MIMIC focuses on integrating biomimicry principles into Vocational Education and Training (VET) to promote sustainability and better align VET programs with the needs of the modern labour market. The main objectives are:

- Enhance VET's labour market relevance by promoting Education for Sustainable Development (ESD) in secondary VET schools, preparing learners for sustainable jobs.
- Introduce the biomimicry design process into VET curricula, equipping students with sustainability skills and fostering innovation in design.
- Boost sustainability awareness among VET teachers and trainers, ensuring they can effectively incorporate these principles into their teaching.
- Develop flexible, gamified Self-Regulated Learning Paths (SRL-P) that use microlearning and collaborative spaces to engage VET learners.
- Support VET's twin transition (digital and green), preparing learners for "Future-Proof" careers.

The project also aims to position VET as a key driver of sustainable development by integrating eco-education and encouraging community-driven learning strategies. Additionally, it seeks to ensure that VET remains responsive to the job market by forecasting skill demands, promoting competency-based training, and creating appealing career pathways that align with industry needs. Furthermore, the project focuses on increasing the use of ICT in VET by integrating distance learning and self-training programs, enhancing accessibility and flexibility for all learners.

1.2   Stakeholders

LET's MIMIC engages many stakeholders and focus groups essential to the project's development and success. At the core is the project team and developers, who are responsible for the overall management and execution of the project, including creating the digital platform. They work closely with biomimicry experts, whose specialised knowledge helps integrate biomimicry principles into the platform and educational materials. Additionally, potential users, such as designers, architects, and scientists, play a vital role as the intended audience for the platform, applying its tools to enhance sustainable design practices.

The project's target groups are:

- VET learners and students at the secondary and post-secondary levels who will benefit from the project's educational resources and gain sustainability skills and knowledge.

- VET teachers and trainers working with VET learners at the secondary and post-secondary levels who will be instrumental in introducing the biomimicry-based curriculum into secondary-level vocational education and raising awareness of sustainability among students.

- Company trainers and VET practitioners who provide practical, work-based training for VET learners. They ensure that the skills taught are aligned with industry demands and prepare students for real-world applications.

- Lastly, community leaders, civic initiatives, and NGOs active in education and training support the project's broader outreach. These organisations help build public awareness, advocate for the project's goals, and promote sustainable practices in the educational and vocational training sectors.

1.3   Consortium

The partnership has been formed considering the added value each partner will bring to the project, each partner organisation's scope relevant to the project objectives and idea, and the previous collaborations in Erasmus+.

In addition, the partnership covers a wide geographical area in Europe, in the north, south, east, and west, ensuring that project activities consider diverse educational, cultural, and economic contexts, engage the target VET sector widely, and produce results that are relevant and effective at the European level.

More specifically, the project relies on the experience of 6 partners: PANEPISTIMIO THESSALIAS (Greece), ATS (Romania), Yakacik Mesleki Ve Teknik Anadolu Lisesi (Turkey), Etudes Et Chantiers Corsica (France), INFODEF (Spain), and Virtual Campus (Portugal).

1.4 Work plan, GANNT, and PERT charts

The project's duration is 36 months and comprises 5 Work Packages (Project Management and Quality Assurance, Biomimicry Process Design for Sustainability Skills, Training Modules on Biomimicry Process Design, Biomimicry Platform Development, Dissemination and Exploitation).

Each work package contains a detailed description of the project activities and a list of tasks as detailed next:

WP1. Project management and quality assurance

- T1.1 Project management.

- T1.2 Financial reporting.

- T1.3 Quality management and ethics.

WP2. Biomimicry process design for sustainability skills

- T2.1 Learning outcomes matrix for sustainability skills in VET learners.

- T2.2 Project-based learning framework through biomimicry process design.

- T2.3 Biomimicry platform design.

WP3. Training modules on biomimicry process design

- T3.1 Self-regulated learning kit.

- T3.2 Biomimicry handbook for VET teachers.

- T3.3 Biomimicry training modules.

WP4. Biomimicry platform development

- Biomimicry platform development and maintenance.

- Biomimicry platform testing.

- Use cases and pilot setup.

- Biomimicry pilot implementation, deployment, and evaluation.

WP5. Dissemination and exploitation

- Dissemination plan and visual identity.

- Dissemination activities.

- Biomimicry exploitation.

- Multiplier events.

Following is the project PERT chart.

Figure 1. LET's MIMIC project PERT chart.

1.5 Deliverables

The following deliverables are foreseen:

Deliverable	Description	Start month	End month

WP1 Project management			
D1.1 Project management handbook	A handbook on LET's MIMIC project management structure and processes	1	6
WP3 Biomimicry process design and sustainability skills			
D2.1 Biomimicry process design for sustainability	Methodological problem-based learning design integrating the biomimicry process and identification of desirable skills	1	9
D2.2 Platform design and specifications	Biomimicry digital learning platform design specifications	1	9
WP3 Training modules and biomimicry process design			
D3.1 Biomimicry training modules	Biomimicry training modules based on existing cases and their biomimicry-based solutions and open cases for students	13	36
D3.2 Self-regulated learning kit	End-to-end training modules on biomimicry process steps	4	18
D3.3 Biomimicry handbook	Educator handbook on integrating the LET's MIMIC	9	18

	learning intervention on biomimicry in the classroom		
WP4 Biomimicry platform development			
D4.1 Biomimicry platform	LET's MIMIC biomimicry digital learning platform	7	36
D4.2 Instructors technical guide	LET's MIMIC biomimicry digital learning platform instructor's technical guide	11	30
D4.3 Pilot model and use cases	Pilot activities organisation and delivery	19	25
D4.4 Recommended practices and final public report on pilots	Pilot activity reporting and good practice recommendations based on feedback from the use of project results with stakeholders	26	36
WP5 Dissemination and exploitation			
D5.1 Dissemination and exploitation plan	Dissemination plan	1	12
D5.2 Dissemination report	Dissemination activities report	1	36

Table 1. List of LET's MIMIC deliverables.

1.6 Project meetings

The work plan implementation will be supported through 4 consortium in-person meetings. The meetings will allow partners to collaborate on project deliverables, making concrete progress closely. Partners will review interim and final versions of project deliverables and set short-term implementation goals. Furthermore, partners will use the consortium meetings to perform internal evaluation activities, ensuring that project outcomes are implemented according to the proposal description and timeline and are of high quality. The following consortium meetings are foreseen:

- Kick-off meeting in Targoviste, Romania, month 5.

- 2nd consortium meeting in Sorio, France, month 11.

- 3rd consortium meeting in Volos, Greece, month 18.

- Final consortium meeting in Istanbul, Turkey, month 36.

In addition, partners will meet virtually every month. Virtual meetings will foster collaboration and continuity of project implementation in between in-person consortium meetings.

The following is the GANNT chart of the proposal work plan, which indicates the start and end dates of project work packages and tasks.

Figure 2

Lead Partner	WP/T/D Nbr	WP /T Titles
UTH	WP1	Project Management and Quality Assurance
UTH	T1.1	Project Management
UTH	T1.2	Finncial Reporting
ATS	T1.3	Quality Management and Ethics
UTH	D1.1	Project Handbook
UTH	D1.2	Financial Reports (M6; M18; M24; M236)
INFODEF	WP2	Biomimicry Process Design for Sustainability Skills
ECC	T2.1	Learning Outcomes Matrix for Sustainability Skills in VET
INFODEF	T2.2	Project-Based Learning Framework through Biomimicry Process Design
ATS	T2.3	Biomimicry Platform Design
INFODEF	D2.1	Biomimicry Process Design for Sustainability Skills
ATS	D2.2	Platform design specifications
UTH		Transnational Project Meeting (GR; RO)
UTH	WP3	Training Modules on Biomimicry Process Design
ATS	T3.1	Self-regulated Learning Kit
YAKACIK	T3.2	Biomimicry Handbook for VET teachers
UTH	T3.3	Biomimicry Training Modules
UTH	D3.1	Biomimicry Training Modules
ATS	D3.2	Self-regulated Learning Kit
ECC	D3.3	Biomimicry Handbook for teachers
ECC		Transnational Project Meeting (FR; FR)
ATS	WP4	Biomimicry Platform Development
ATS	T4.1	Biomimicry Platform Development and maintenance
UTH	T4.2	Biomimicry Platform Testing
UTH	T4.3	Use Cases and Pilot set up
VC	T4.4	Biomimicry Pilot Implementation, Deployment and Evaluation
ATS	D4.1	Instructors' Technical Guide
UTH	D4.2	Pilot Model and Use Case Definition
VC	D4.3	Recommended Practices and Final Public Report on Pilots
ATS		Transnational Project Meeting (RO; GR)
VC		Capacity Building Activity (PT; PT)
YAKACIK	WP5	Dissemination and Exploitation
UTH	T5.1	Dissemination Plan and Visual Identity
YAKACIK	T5.2	Dissemination activities
ATS	T5.3	Biomimicry Exploitation
YAKACIK	T5.4	Multiplier Events
YAKACIK	D5.1	Dissemination and Exploitation Strategy
YAKACIK	D5.2	Dissemination report
YAKACIK		Transnational Project Meeting (TR)

Figure 3. LET's MIMIC project GANNT chart.

2. Project management structure, roles, and responsibilities

The project management structure and reflects the consortium's determination to maintain focused goals and balanced activities among its members. The structure and responsibilities of the different participants in the QA process are:

The **Project Coordinator (PC)** is responsible for the overall operation of the project and its smooth running, timeliness and accomplishment. He oversees financial and administrative management including the preparation of reports. The PC is the final responsible to ensure that all partners' contributions meet the expectations. The coordinator's main responsibilities are the following:

- To manage the project's decision-making process.

- To ensure the implementation of the agreed action plan to the agreed standards and deadlines.

- To work with work package leaders to coordinate the corresponding activities.

- To assure the quality of the project's deliverables and the required processes.

- To ensure the adequate flow of information between partners.

- To report on project progress to the EACEA.

- To serve as the representative of the consortium to the EACEA.

- To act as the Financial Officer within the Consortium and manage the preparation of financial statements for the EACEA.

The **Steering Committee (SC)** supervises the implementation of the whole project. The PC chairs it, composed of one member of each partner. The SC is the arbitration body which implements the provisions of the Grant Agreement and decides on the following matters:

- To define the strategic orientation of the project.

- To take all decisions required for the successful progress of the project.

- To take consequential decisions on dissemination and exploitation activities.

- To implement the scientific decisions and orientations taken by the coordinator by redefining the work plan and schedule and/or redefining partner roles, contributions and budget.

- To approve progress reports on the state of advancement of each work package and to monitor any significant difference between planned and actual advancement of participants' work, particularly concerning project results and deliverables.

- In case of a partner defaults, review the participants' roles and budgets and any new entity that will replace the defaulting contractor.

During the consortium meetings, the SC members review interim results and set interim implementation goals. Evaluation results will be made public in a corresponding report at the end of the project implementation period. In total, three annual reports (M12, M24, and M36) will be produced until the end of the project.

The Administrative Committee (AC) is responsible for project implementation's overall administration and financial management. The AC will work closely with the accounting departments of partner organisations, applying organisational, national, and European regulations on sound project management.

The Quality Manager (QM) is responsible for achieving the project's quality objectives. The QM must monitor and evaluate the progress of the project, ensure that all its activities are carried out properly according to European Standards and Guidelines for Quality Assurance, and ensure proper execution of the project to achieve its objective. The QM designs a monitoring and evaluation process and selects criteria, indicators, and data collection tools.

The Work Package Leaders (WPL) are responsible for the detailed coordination and reporting of the specific Output. If needed, the WPL will organise and chair meetings of the partners

involved in the Output. For each deliverable within the WP, the WPL will assign direct responsibility to himself/herself or an associate individual. The PC will contact the WPL to monitor the progress made toward completing the deliverables.
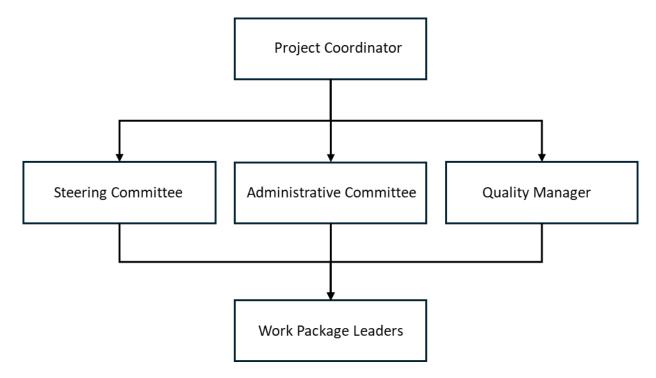

Figure 4. LET's MIMIC project management structure.

3. Risk management plan

This section outlines the risk management plan for LET's MIMIC project. It is designed to ensure project activities' successful development and implementation while adhering to predefined timelines, objectives, and quality standards. Effective risk management is crucial in identifying potential challenges that may arise throughout the project's lifecycle and mitigating their impact.

Proactive risk management ensures the success of LET's MIMIC digital learning intervention for biomimicry practices. By systematically identifying, assessing, and mitigating potential risks, the project team can effectively navigate the challenges that may arise during development and deployment. Integrating risk management into every project phase safeguards resources and enhances the platform's chances of meeting its goals on time and within budget.

The project's risk management plan sets clear procedures and guidelines to systematically identify, assess, and manage risks that could affect the project's successful outcome. It is a dynamic document intended to evolve throughout the project, with updates made as required by the Steering Committee, ensuring the plan remains responsive to new risks and challenges.

This plan allows the consortium to implement proactive strategies and contingency measures by highlighting vulnerable areas. It emphasises the collaborative nature of risk management, with input from all project partners being critical due to the consortium's diverse experiences, contexts, and resources. The Project Coordinator, in partnership with the Quality Assurance team, will play a central role in monitoring risk management activities. At the same time, the Steering Committee will oversee and guide the overall process.

Risk management will be an ongoing process throughout the project's lifecycle. Continuous assessment and adaptive mitigation strategies will ensure that emerging risks are addressed promptly while established risks are controlled. By maintaining vigilance, the project team will protect the platform's integrity, ensure user adoption, and safeguard compliance with legal

and regulatory standards. Ultimately, a structured approach to risk management will help deliver a robust, scalable, and sustainable digital platform that supports biomimicry practices in design, research, and innovation.

3.2   Risk identification and mitigation

This section outlines the potential risks that could impact LET's MIMIC project, categorised into technical, financial, operational, market/adoption, and legal/compliance risks. Identifying these risks is crucial for developing appropriate mitigation strategies to ensure the project's success.

Risk category	Identified risks	Mitigation strategies
Technical	Platform usability issues	Conduct user testing at multiple stages of development. Engage with biomimicry practitioners for feedback.
	Integration challenges	Plan for integration early in development and conduct thorough testing of all integrations.
	Data security and privacy	Implement robust security measures, including encryption and regular audits.
	Scalability issues	Utilise scalable cloud infrastructure and plan for upgrades as needed.

Financial	Budget overruns	Regularly track expenses against the budget and set aside a contingency fund.
	Funding shortfalls	Seek diversified funding sources (e.g., grants, partnerships, investors) and explore multiple revenue models.
	Revenue generation uncertainty	Conduct market research to create a clear monetisation plan, including premium features or strategic partnerships.
Operational	Development delays	Use agile development methods and set realistic timelines while monitoring progress.
	Skill gaps in the team	Invest in team training or hire consultants with specialised knowledge.
	Third-party dependencies	Establish clear agreements and timelines with vendors; have backup plans for critical dependencies.
Market and adoption	User adoption challenges	Develop targeted marketing and outreach plans; offer incentives

		for early adopters and create educational content.
	Competitive threats	Monitor the competitive landscape and differentiate the platform with unique features and partnerships.
	Shifts in market trends	Stay engaged with ongoing research and adapt the platform accordingly.
Legal compliance	Intellectual property (IP) issues	Conduct thorough patent and copyright searches; consult legal professionals for compliance.
	Regulatory compliance	Ensure platform design adheres to relevant laws (e.g., GDPR) and industry standards.
	Licensing challenges	Secure necessary licensing agreements for third-party content and tools early in development.

Table 2. LET's MIMIC project risk analysis.

3.3 Risk assessment

Effective risk management is a vital component of LET's MIMIC project. It ensures that potential challenges are identified, evaluated, and mitigated before they can negatively impact the project's outcomes. The risk assessment process is designed to systematically

analyse potential risks based on their likelihood of occurrence and the severity of their impact. By doing so, the project team can prioritise risks, allocate resources appropriately, and take proactive measures to safeguard project milestones, budgets, and timelines.

This assessment utilises both qualitative and quantitative methods to create a comprehensive understanding of each identified risk. The goal is to predict and prevent issues and provide a structured approach for ongoing risk monitoring and response throughout the project's lifecycle.

Example risk matrix:

Risk	Likelihood	Impact	Risk level
Platform usability issues	Medium	High	High
Data security and privacy	Medium	High	High
Budget overruns	High	Medium	High
Delays in development	Medium	High	High
User adoption challenges	Medium	Medium	Medium
Regulatory non-compliance	Low	High	Medium

Table 3. LET's MIMIC project risk assessment.

3.4 Risk monitoring and control

Risk management is not a one-time event but an ongoing process that evolves throughout the project's life. Once risks are identified and mitigation strategies are implemented, continuous monitoring and control become essential to ensure that these risks remain manageable and that any new risks are promptly addressed. This section aims to establish a structured approach for risk monitoring, ensuring the project team stays proactive and adaptive in the face of emerging challenges.

For the LET's MIMIC project, the risk monitoring and control process will review risks regularly, measure project performance through KPIs, and maintain open communication channels for risk reporting. By doing so, the project team can maintain a clear understanding of the risk landscape, enabling them to take timely actions that keep the project on course toward its objectives.

Effective risk monitoring and control ensures that identified risks are continually evaluated and mitigated throughout the project lifecycle. The process involves regularly reviewing risks, tracking key performance indicators (KPIs), and reporting risk-related data to all relevant stakeholders. By maintaining an ongoing focus on risks, the LET's MIMIC project can address challenges proactively rather than reactively, minimising disruptions and improving the likelihood of project success.

3.3.1 Risk review schedule

Regular reviews are fundamental to managing risk. These reviews should coincide with key project milestones to ensure that risks are thoroughly evaluated as the project progresses. For example, at the end of each development phase, the team should assess whether any new risks have emerged or whether existing risks have increased in severity.

- **Scheduled risk reviews**: Periodic assessments of previously identified and potential new risks will be conducted. These reviews should align with critical phases of the project, such as the completion of specific development modules, prototype testing, or significant deliverables.

- **Mitigation adjustments**: The project's resilience is not a matter of chance but a result of a structured, proactive approach. As the project evolves, so may the risks. Mitigation strategies that were effective early in the project may need to be adjusted or replaced as new variables come into play. This adaptability ensures that risk management remains relevant and responsive, instilling confidence in the project's ability to overcome challenges.

3.3.2 Key performance indicators (KPIs)

KPIs are vital in tracking the effectiveness of risk mitigation strategies and the project's overall health. The team can better understand how risks influence the project's timeline, budget, and objectives by quantifying risk-related metrics.

- **Risk-related metrics**: Table 2. LET's MIMIC project risk analysis. and Table 3. LET's MIMIC project risk assessment. (see above) introduce an analysis that provides a clear insight into potential risks and their impact on the project. In addition, the implementation team will regularly review indicators such as deadline adherence considering the proposal work plan, project budget vs. actual spending, user engagement levels, errors introduced in the code, and dissemination reach.
- **Tracking tools**: Project management tools, such as Trello, will help log and track KPIs, offering real-time insights into the status of risk management tasks. These tools can also automate notifications for upcoming risk reviews or when certain KPIs reach critical thresholds.

KPI description	Monitoring metric
Adherence with deadlines	Work package, task, and deliverable completion dates identified in the project proposal
Biomimicry content developed	Indicators identified in the project proposal: identify 60 challenges that have been addressed through biomimicry, 60 biomimicry solutions, and 60 still open challenges that can be addressed through biomimicry; publish 120 biomimicry modules in the digital platform

Grant absorption	Proposal budget and reported expenses
User engagement levels	50 users engaged in piloting activities at each partner site
Dissemination reach	Please refer to the project *Dissemination Plan*

Table 4. KPI indicators.

3.5   Risk Reporting

Transparent and regular reporting of risk status is critical for keeping stakeholders informed and ensuring the project team remains aligned on addressing ongoing risks. This includes updating project sponsors, developers, and key end users on risks, mitigation strategies, and new threats.

- **Regular reporting**: Reports on risk status will be included in weekly or monthly project meetings. This will allow for continuous dialogue around risk management and enable stakeholders to weigh in on whether additional action is needed.
- **Clear communication channels**: Regular meetings and risk reviews will ensure team members understand how and when to report new risks. The team will deploy a structured communication process utilising meetings, emails, and shared working spaces, making it easier to catch and address risks early and reducing the likelihood of project delays or budget overruns.

By continuously reviewing risks, tracking key performance metrics, and keeping stakeholders informed, the LET's MIMIC project will stay ahead of potential threats. Integrating regular reviews, KPIs, and open reporting ensures that risk management is dynamic, adaptable, and responsive to the project's evolving nature.

3.6   Contingency plans

In risk management, the reality is that not all risks can be fully mitigated. Despite well-thought-out strategies, some risks may still materialise, potentially disrupting the project. Therefore, it is essential to establish contingency plans that outline specific actions to be taken if certain high-priority risks come to fruition. Contingency plans are the safety nets of project management, ensuring that the project can still move forward when something goes wrong without losing significant momentum.

For the LET's MIMIC project, contingency plans focus on severe risks that could have a substantial impact, such as platform failures, funding shortages, or regulatory challenges. By preparing for these worst-case scenarios, the project team can ensure minimal disruption to the project's timeline, budget, and overall objectives. These pre-defined plans provide clear courses of action to address such events, allowing the team to respond quickly and effectively, thus preserving project continuity and success.

Risk mitigation strategies reduce the likelihood of risks, but contingency plans prepare the project team to act in case those risks occur. Specific contingency measures for hazards that could heavily impact the platform's development or success are essential for the LET's MIMIC project. Contingency planning ensures that, even in the face of significant setbacks, the project can stay on track and continue delivering its goals.

3.5.1 Platform failure

A critical platform failure, such as a server crash or a bug severely hampering user experience, could threaten the entire project's continuity. A robust backup plan is needed to prevent such a scenario from derailing LET's MIMIC platform.

- **Backup strategy**: The implementation team will set up mirrored servers and redundancy to ensure that the platform remains operational in case of a significant system failure. This will allow the project to guarantee minimal downtime and protect against data loss.

- **Disaster recovery plan**: The implementation team will ensure that there is a pathway to restoring the platform, data, and services in case of a catastrophic failure, which will utilise team member expertise, will follow strict recovery timelines, and will prioritise functions to bring back online first.

3.5.2 Funding shortfall

A shortage of funds could significantly delay or halt project development, making it crucial to have a plan to manage financial risks. Even if mitigation strategies are employed, unexpected expenses or loss of funding can arise. Following are plans for addressing funding shortages, should they occur.

- **Alternative funding sources**: The implementation team will explore potential alternative funding options, such as new grants, crowdfunding, or additional partnerships with stakeholders. The team will also establish relationships with funding bodies that align with the project's goals.
- **Scope focus**: The team will first focus on the foreseen platform functionalities while postponing or eliminating additional features not foreseen in the project proposal. This ensures the project can still be delivered with reduced resources.

3.5.3 Regulatory issues

Regulatory non-compliance or legal challenges, particularly regarding intellectual property or data privacy, can create significant delays and financial penalties. These issues can arise unexpectedly, even when mitigation strategies are in place.

- **Legal team preparedness**: Ensure that legal experts are on standby to address any regulatory or compliance issues that may arise. This will allow the team to react quickly and avoid extended delays.
- **Compliance timeline adjustments**: If regulatory challenges require additional resolution time, have a flexible project timeline that can absorb these delays without

severely impacting other milestones. This plan should detail adjusting resources or shifting focus while waiting for legal or compliance resolutions.

By having these contingency measures in place, the LET's MIMIC project team will be better prepared to handle unexpected disruptions, whether they arise from technical, financial, or regulatory issues. These contingency plans will help minimise project delays, maintain stakeholder confidence, and ensure that the project remains aligned with its overall goals, even in the face of unforeseen challenges.

3.7   Risk ownership

An essential aspect of effective risk management is the clear assignment of responsibility for each identified risk. Risk ownership ensures that specific team members or departments are accountable for monitoring, assessing, and addressing risks as they arise. By defining who is responsible for each risk, the LET's MIMIC project ensures that no risk goes unmanaged, and there is a clear line of accountability for implementing mitigation and contingency plans.

For each identified risk, an appropriate owner is assigned based on their expertise, resources, and ability to manage that specific risk effectively. This ownership is not limited to the initial identification phase but extends throughout the project. Risk owners are responsible for continuous monitoring, implementing mitigation strategies, responding to issues, and updating the project team on the risk status.

The project fosters a culture of responsibility and responsiveness by establishing clear lines of accountability. It ensures that all technical, financial, operational, or legal risks are systematically addressed by those best equipped to manage them. This allows for quicker decision-making and helps maintain focus on the overall project objectives, ensuring that risks are controlled and minimised without unnecessary delays.

For example:

- **Platform usability issues** will be managed by the **Technical Board's UX/UI experts**, who will ensure the platform is user-friendly through rigorous testing and continuous feedback loops.

- **The Technical Board's IT/security experts will be responsible for data security and privacy. They** will oversee the implementation of encryption, data protection protocols, and compliance with relevant privacy regulations.

- **The Administrative Board will be responsible for budget overruns. They will ensure** that the project stays within its allocated budget by regularly tracking expenses and making necessary financial adjustments.

- **Development delays** will be handled by the **Project Coordinator**, who will monitor timelines and coordinate with development teams to keep the project on track.

- **The Project Coordinator will oversee intellectual property compliance** in collaboration with partner **legal teams**, ensuring that all legal obligations are met and that the project adheres to intellectual property laws and regulations.

In addition to assigning ownership, the project management team will ensure regular communication between risk owners and other stakeholders. This includes periodic risk assessments and reporting to the steering committee, allowing for a dynamic and responsive approach to managing risks as they evolve throughout the project's lifecycle.

By defining ownership early in the project and ensuring all parties understand their roles and responsibilities, the LET's MIMIC project can effectively address risks, reduce uncertainties, and increase the likelihood of successful outcomes.

3.8   Risk management communication and documentation

Effective communication and thorough documentation are critical components of risk management. For the LET's MIMIC project, maintaining comprehensive records and ensuring timely updates to all stakeholders can make the difference between successfully managing risks and allowing them to escalate. This section outlines the strategies for documenting risks

and implementing a robust communication plan to keep the project team informed and aligned.

Communication ensures that everyone involved, from project developers to stakeholders and external partners, stays updated on potential risks, ongoing mitigation efforts, and the outcomes of risk management activities. Documentation is a historical record, providing valuable insights for future decision-making and ensuring transparency across the project lifecycle.

In any complex project like LET's MIMIC, structured communication and comprehensive documentation form the backbone of effective risk management. Without regular updates and detailed records, risk management efforts could lose clarity, leaving team members unprepared for emerging challenges or misaligned with mitigation strategies. The project will maintain coherence, transparency, and accountability by ensuring that risks are properly logged and communicated.

2.8.1 Risk documentation

Keeping detailed records of identified risks and their mitigation efforts is essential for tracking the project's risk management progress. Documenting risks also allows the team to refer back to previous decisions, assess the effectiveness of mitigation strategies, and ensure that no issues are overlooked.

- **Risk log**: Maintain a risk register that captures every risk identified throughout the project. This log should include the risk description, likelihood, impact, mitigation strategy, responsible owner, and current status.
- **Outcome tracking**: Track the outcomes of mitigation efforts to assess their effectiveness. Documenting what worked (and what didn't) provides a valuable learning tool for future phases of the project or even other projects.

2.8.2 Risk communication plan

Risk communication is essential for keeping all project members and stakeholders informed. It ensures that new risks are promptly addressed and mitigation strategies are updated. A structured communication plan helps prevent misunderstandings and ensures that everyone is aligned with the project's risk management priorities.

- **Regular risk updates**: Establish a schedule for updating team members and stakeholders on the current risk landscape. Risk reports should be shared during key meetings or as part of project status updates, ensuring everyone is aware of evolving risks and mitigation efforts.

- **Stakeholder engagement**: Ensure that key stakeholders, including project sponsors, developers, and end users, are regularly briefed on significant risks and the actions they can take to address them. This can be achieved through monthly meetings, project dashboards, or written reports.

- **Crisis communication protocols**: Develop a clear communication protocol for responding to urgent or high-impact risks. In the event of a significant issue, all relevant parties should know whom to contact, how to escalate the problem, and what information needs to be shared.

The LET's MIMIC project can ensure that risks are managed effectively and remain visible to the entire team through detailed documentation and open communication. These processes foster accountability, keep mitigation strategies aligned with project goals, and support quick responses to any new challenges that may arise. By embedding risk communication and documentation into the project's workflow, the team can navigate potential obstacles with greater confidence and clarity.

4. Quality assurance plan

4.1   Quality assurance methodology

The quality assurance methodology ensures the proper implementation of the project's activities and results. It also ensures that all partners are fully involved in the different monitoring and evaluation mechanisms throughout the various project phases and report, on a periodic basis, about the activities they are leading and participating in.

The methodology generally focuses on the objectives, outcomes, milestones, effectiveness of the approach and used tools, resource usage, control procedures, partner's roles and responsibilities, etc. Detailed quantitative and qualitative indicators are established:

- Indicators of realisation are based on the actual realisation of deliverables and the number of target users reached vs. expected for the different activities, such as piloting, dissemination, and exploitation. These indicators are measured through the monitoring activities in correspondence with project milestones and delivery dates. Success corresponds to delivering all the expected outcomes with at least the number of users indicated in the quality assurance plan.

- Indicators of result will be mainly based on a qualitative assessment of project tangible and intangible outcomes as evaluated internally, by the end-users, and by external experts. The indicators concern the quality, relevance, effectiveness, and efficiency of the outcomes as perceived by the end-users and peer reviewers. Success corresponds to positive feedback from the users. An average rate of 4 out of 5 on a Likert scale will be pursued.

- Impact indicators measure the project's capacity to make any external positive change towards the main project goal. The indicators are mainly concerned with the impact and sustainability of project results.

4.2　Organisation, focus and tools

Project quality is assured through monitoring and evaluating the quality of two main aspects: the project processes and the project deliverables.

Quality of the project processes (indicators of realisation and impact indicators)

The quality of the key project processes will be monitored and assessed through periodic internal self-evaluation by the consortium project partners. Each partner will do the evaluation through a questionnaire (Annex 1) with an assessment of the performance of the consortium and of the current state of the project activities. This internal evaluation will be performed thrice during the project lifecycle, in months 12, 24, and 36. The QM will collect all the answers from the partners and integrate them into a report reflecting the consortium's views on its progress. The project evaluation is considered positive if the percentage of agreement is more than 70% of weighted answers with a score ≥ 3. Lower scores will require corrective actions by the SC, led by the Project Coordinator.

Each project meeting (including online meetings) will include a specific session dedicated to Quality Assurance to analyse the Internal Evaluation evidence and other monitoring data. Furthermore, after each meeting, a section of the meeting evaluation questionnaire will be dedicated to assessing the current state of the partnership and the project's progress. The following documents will facilitate quality assurance processes:

- The **Detailed Work Plan**, a detailed list of activities for the next period with deadlines and responsible partner(s) defined, is produced by the coordinator after each meeting.

- The **Quality Assurance Plan**, a referential for monitoring and evaluation, including mechanisms and quality indicators.

- The **Dissemination Plan** is a detailed list of planned dissemination activities and expected impacts. The accompanying Dissemination Activities Table lists activities that have already been organised and the impact that has been achieved.

Quality of project deliverables (indicators of result)

The project deliverables are classified into tangible and intangible.

Tangible deliverables refer to printed and/or electronic publications, software, manuals, reports, digital learning services, digital learning content, guidelines, plans, minutes, handbooks, promotional material, etc.

Intangible deliverables can take the form of meetings among partners or with stakeholders, organised events such as multipliers, trainings, and conferences, an established social media presence, communication, dissemination, file-sharing, competitions, challenges, etc.

A common quality expectation for all deliverables is their relevance to the project objectives, their timely delivery according to the time schedule agreed in the project work plan, and their general adequacy to the quality criteria.

Tangible deliverables undergo a peer review process of evaluation by the QM, who can assign that task to a different partner. In any case, the reviewer(s) is/are person(s) not directly associated with the work carried out for the relevant task of the tangible deliverable. The review process is the following:

- When a deliverable is finished, the author sends the "draft version" of the relevant document to the WPL for an initial evaluation.

- The WPL examines the deliverable for compliance with the Document Template and the project's general objectives.

- After the WPL approves the document, it is sent to the reviewer(s), who check(s) it for its completeness, clarity, and comprehensiveness using the Deliverable Evaluation document. The reviewer(s) must verify whether the deliverable satisfies the requirements, description, or objective, identify problems and/or deviations from requirements and suggest improvements to the author. Peer review evaluations should include the following information:

- General comments:

  o Thoroughness of contents.

- o Correspondence to project objectives.

- Specific comments:

  - o Relevance.

  - o Format, including layout, spelling, and more.

- Suggested actions:

  - o Changes that should be implemented.

  - o Missing information.

  - o Further improvements.

The reviewer(s) then send(s) back the evaluation to the WPL, and the author is responsible for amending the document according to the review results if needed. The time for this amendment is set according to the partners' agreed-upon schedule.

Once the document is amended (if needed), the WPL sends its revised version to all consortium members. The document that is finally approved has the status of "final version/version 1" and is included by the PC in the formal work plan and/or progress report of the project.

All participants will perform event evaluation. At the end of each event (SC meeting or other) organised by and/or for the partnership, the participants will complete a relevant questionnaire. Standard questionnaires will be used, one for partner meetings (Meeting Evaluation Questionnaire – Annex II) and one for events (Event Evaluation Questionnaire – Annex III). The event is considered approved if the percentage of satisfaction is more than 70% of weighted answers with a score ≥ 3.

The questionnaires will usually be delivered using an online digital survey tool that allows respondents to remain anonymous to collect quantitative and qualitative data. The event evaluations will be done on the spot using hard copies of the standard document.

The meeting/event is considered positive if the percentage of agreement is more than 70% of weighted answers with a score ≥ 3. Scores less than this will require an analysis by the partnership, led by the Project Coordinator.

Other project deliverables, such as the website or the internal communication platform, will be evaluated according to the criteria, with a focus on the overall quality of the deliverable, its usability, and its added value to the final users.

The external evaluator will also conduct a qualitative assessment of all the deliverables.

4.3   Criteria and indicators

	Criteria	Indicators	Quantified objectives (min.)
WP1	Compliance in the implementation of the planned tasks and the releasing of project deliverables	A. % of tasks completed on time B. % of deliverables released on time	A. 75% B. 80%
	Value of the communication and workflow process among partners	A. Number of partners not attending meetings (maximum) B. Number of message exchanges (e-mail)	A.1 (max) B. 450
	Quality of the Monitoring and Evaluation Plan	A. Ratio of instruments proposed/applied for indicators of realisation B. Ratio of instruments proposed/applied for indicators of result	A. 90% B. 90%

		A. Number of quality indicators below threshold	A. 4 (max)
	Evidence of the Monitoring and Evaluation process	B. Number of end-users involved in evaluation activities	B. To be defined
	Biomimicry Process Design for Sustainability Skills	A. Number of participants in the KoM	A. 12 (2 per partner)
		B. Number of questionnaires filled in (for VET teachers)	B. 120 (20 per partner)
		C. Number of questionnaires filled in (for VET students)	C. 180 (30 per partner)
		D. Number of desk researches carried out	D. 6 (1 per country)
		E. Number of reports on the conclusions from desk research and questionnaires	E. 6 (1 per country)
		F. Number of comparative analysis of reports	F. 1
		G. Level of satisfaction of the consortium	G. 75%
WP3	Self-regulated Learning Kit	A. Number of solutions by nature in the resource bank	A. 60 (10 per partner)
		B. Number of challenges defined for VET learners	B. 60 (10 per partner)
		C. Number of case studies defined for VET learners	C. 60 (10 per partner)

	Biomimicry Handbook for VET teachers	A. Number of case solutions by nature to be briefly summarised and visualised	A. D. 60 (10 per partner)
	Biomimicry Training Modules	A. Number of learning units in training content	A. At least 7
WP4	Biomimicry Platform Development and Maintenance	A. Number of instructor accounts created on the platform B. Number of student accounts created on the platform C. Number of microlearning units D. Number of recommended practices	A.60 (10 per partner) B. 180 (30 per partner) C. 120 (20 per partner) D. 6 (1 per partner)
	Use Cases and Pilot set up	A. Number of questionnaires for teachers and students B. Number of case studies	A. 12 (2 per partner) B. 6 (1 per partner)

	Biomimicry Pilot Implementation, Deployment and Evaluation	A. Level of satisfaction of the participants B. Number of evaluation reports	A. 75% B. 1
	Capacity Building Activity	A. Number of participants involved B. Level of satisfaction of the consortium	A. 13 (2 per partner, 3 per YAKACIK) B. 75%
WP5	Dissemination tools produced and released	A. Number of unique visitors to the project website B. Number of likes/followers on social media C. Number of project's newsletters produced D. Number of flyers	A. To be defined B. To be defined C. 6 D. 1
	Exposure in events	A. Number International Events B. Number of national MEs	A. 1 (to be organised by YAKACIK) B. 5 (1 per country)

		C. Number of participants at the international event	C. 50
		D. Number of participants at the national MEs	D. 150 (30 per partner)
	Extent of the project dissemination efforts	A. Number of dissemination activities carried out	A. To be defined
		B. Number of individuals reached	B. To be defined

Table 5. LET's MIMIC project performance indicators.

4.4   Administrative support

4.4.1 Reports

At the end of each year, the QM is responsible for producing a Quality Report based on the results of the scheduled evaluations. The Quality Report will be the basis for any corrective or adaptive measures, should they be needed. The Quality Report will be submitted to the Steering Committee for approval.

4.4.2 Document control

All documents will be stored in the internal communication platform for visibility and use for all partners when needed.

All documents essential to the progress of the project must be named using the project title, version number, status (draft or final) and the relevant code of the deliverable.

Example: Lets Mimic WP1. Quality Assurance Plan v1 final.docx

Example: Lets Mimic WP5. Newsletter R1 v0.5 draft.docx

In communication, the documents can be referred to with their title and their sequential reference number (if any), for example, "Quality Plan" or "Newsletter R1".

All documents will be saved in MS Word, MS Excel or MS PowerPoint compatible file types. A template (including font, built-in header, footer, page numbers, etc.) to create Word documents will be available to all partners and posted as a separate document in the Quality Management folder. Templates of the documents for peer evaluation of deliverables, meetings, and event evaluations shall also be placed in the Quality Management folder.

Final versions of documents should be marked as final and uploaded in read-only format.

Documents or other material addressed to the external public (informative material, brochures, leaflets, posters, presentations, DVDs, etc) must bear appropriate logos and

disclaimers, according to Erasmus+ project visual identity requirements. All produced documents will be assigned a distribution/access level: Partnership (Confidential), Public, or restricted to specific recipients.

4.4.3 Communication

Communication between the consortium members, between the PC and the National Agency, is crucial for the successful implementation of the project. Daily communication will be conducted through the internal communication platform forums, e-mail, telephone conversations, and Skype meetings. To avoid any confusion, special attention is paid to the precise drafting of the e-mail's subject.

All information relevant to the project is generally sent to the PC, which forwards it to the partners involved in the specific action(s). Direct partner/partner communications flows will be set up in cases where efficiency can be increased.

The PC is responsible for external communication with the National Agency and the European Commission. This communication takes place mainly by e-mail, telephone conversations, and face-to-face discussions when necessary.

5. Conflict resolution processes

Partners will make all possible efforts to resolve conflicts amicably. Past project collaboration in R&D activities among partners will further support smooth cooperation and implementation. Should a dispute arise, the consortium will deploy the Steering Committee and Administrative Committee depending on the nature of the review. Disputes will be addressed through the following processes:

- **Parties Meeting**. When a dispute emerges, the disputing parties will call a meeting within one week of the conflict emergence. They will discuss the challenges faced and develop a mutually acceptable solution. Discussions will be recorded in minutes.

- **Extraordinary Steering Committee Meeting**. If the dispute is not resolved in the Parties Meeting, the Steering or Administrative Committee will hold an extraordinary meeting depending on the nature of the dispute. After deliberation, the committee will recommend to the Project Coordinator, who will decide on a final solution.

6. Financial management processes

6.1 Eligibility period

The LET's MIMIC project eligibility period starts on **November 15, 1023**, based on the Grant Agreement signed between the beneficiary and the National Agency. The implementation period is 36 months and ends on **November 14, 2026**.

Only costs incurred during the project implementation period as this is defined above are eligible under the Grant Agreement signed between the beneficiary and the National Agency.

6.2 Reporting to the National Agency

According to the Grant Agreement signed between the beneficiary and the Euro-pean Commission, the beneficiary must submit:

- A Progress Report on June 14, 2025 covering the period November 15, 2023 – June 14, 2025.
- A Final Report on December 14, 2026 covering the entire implementation period of the project November 15, 2023 0 November 14, 2026.

6.3 Eligible expenses

The consortium will adopt a comprehensive financial reporting plan to ensure sound financial and administrative management and effective absorption of the project budget.

The following costs are foreseen:

- **Staff costs.** The allocation of staff costs among partners was executed at the time of the proposal preparation based on the proposal objectives, work package objectives, partner expertise, and partner level of involvement. The LET's MIMIC consortium integrates partners with multidisciplinary expertise that cover areas including learning design, software services development, online collaboration services development,

learning delivery, and educational services consulting. Staff costs will be documented through timesheets using a predefined template in this report's Annexes.

- **Travel costs**. Travel costs are related to project activities, specifically for participating in consortium meetings. They will be documented through supporting documents, such as boarding passes, invoices, and consortium meeting participant lists predefined in this report's Annexes.

- **Multiplier events**. Multiplier events are foreseen to promote the dissemination and uptake of project results. They will be documented through participant sign-up lists predefined in this report's Annexes.

- **Project management**. Project management costs relate to the administrative and financial management of LET's MIMIC implementation. In addition to financial management costs, they may include expenses related to project dissemination. Expenses will be documented through invoices and other supporting documents where applicable.

Partners will submit expenses and supporting documents every six months using predefined templates. Expenses and supporting documents will be archived in the online project document-sharing area for transparency and efficiency in project management and will be available upon request.

Expenses will comply with organisational remuneration policies and national and European regulations.

7. Adoption of digital tools in project management and implementation

The consortium will use digital tools and services to support effective project management and quality assurance for technical and administrative activities. The following digital services will be used:

- **Cloud services**, such as Google Drive(r), will create a document-sharing area that will support partner communication and implementation transparency. The services will also be used to share interim versions of deliverables and create a financial management archive that will be available upon request.

- **Versioning services**, such as GitHub(r), will be used to manage software development.

- **Videoconferencing tools**, such as MSTeams(r), will support monthly consortium conference calls.

- **Project management tools**, such as Trello(r), will help monitor implementation progress.

- **Digital dissemination channels**, such as Facebook(r), will help broadly reach the target VET sector and lifelong learning community.

- **Digital data collection tools**, such as EU Surveys, will support quality assurance processes and feedback generation.

- **Content creation tools**, such as Canva(r) and YouTube(r), will support the development of informational and other material.

8. Green project implementation practices

Project implementation will adopt green practices to minimise the environmental footprint of activities. Specifically:

- **Feedback** for internal and external evaluation processes will be **gathered through digital tools**, such as EUSurveys, alleviating the need to print questionnaires.

- **Physical meetings will be complemented with monthly virtual calls**, supporting the continuation of implementation and effective collaboration while reducing the need for travel and CO_2 emissions linked to face-to-face meetings.

- **Digital tools will be used for online collaboration**, allowing implementation to occur from a distance and reducing the need for face-to-face meetings.

- Piloting activities will deploy the project's digital learning intervention for biomimicry, reducing the need for printed material.

- To limit emissions, **virtual dissemination channels will be favoured wherever feasible**. For example, if possible, virtual scientific conference registration will be pursued to present project outcomes. Similarly, press releases will be pursued through internet media outlets when possible.

- Access to project outcomes will be primarily through the project portal, avoiding the need for printed hard copies of deliverables.

9. Conclusion

This document presented the LET's MIMIC project handbook, providing the guidelines for smooth project management. The LET's MIMIC project management processes are comprehensive and cover the entire spectrum of administrative management, including project management structure, risk management, quality assurance plan, financial management, and environmental considerations for implementation.

Annexes

Annex I: Internal evaluation questionnaire

The Internal Evaluation Questionnaire will have 16 Likert-scale questions. Each question will be graded on a scale of 1 to 5, with 5 being the highest (fully agree) and 1 the lowest (fully disagree). Respondents will also be asked for open comments and suggestions. These will help synthesize the results and manage the project.

How do you evaluate….

1. The professional competence and commitment displayed by the Project Coordinator.
2. The effectiveness of the project management process.
3. The effectiveness and clarity of the communication between the partners and the PC.
4. The commitment and proportionate involvement of all partners.
5. The quality of the relationship among the partners.
6. The sharing of resources/expertise amongst partners.
7. The extent to which the consortium commits time and resources as required by the work plan.
8. The arrangements for the implementation of the work packages and the administration of the budget.
9. The adherence to the work plan by all partners.
10. The link between project workplan and cost-effective use of resources.
11. The quality of the project monitoring and evaluation processes.

12. The quality of materials/guides/reports/products already produced.

13. The quality of the project information/results dissemination arrangements.

14. The quality of the project in terms of its short-, medium-, and long-term impact at the local/regional/national/European level.

15. The support from within your partner organization, in terms of managerial support, specialized support or peer support.

16. The sufficiency, range and suitability of project resources, including, where appropriate, technology resources.

Annex II: Meeting evaluation

The Meeting Evaluation Questionnaire will have a set of 20 Likert-scale questions. Each question will be assigned a grade on a scale of 1 to 5, with 5 being the highest (fully agree) and 1 the lowest (fully disagree). Respondents will also be asked for open comments and suggestions. These will help synthesize the results and manage the project.

A. Meeting Organization

- The participants received all information about the meeting on time.

- The access to the meeting virtual environment was easy.

- The online conference system and its facilities facilitated the work during the meeting.

- The timetable was respected.

- The presentations by the partners were clear and understandable.

- The meeting was well-planned and managed.

B. Partnership and Collaboration

- Partners had the chance and the possibility to meet and interact with the other project partners.

- The communication among the partners was effective and clear.

- The meeting helped with the development of trust and positive attitudes among partners.

- I feel the project is built on a strong partnership with efficient administrative and financial coordination.

- This meeting was helpful in comprehending better the responsibilities and tasks of your organisation in this project.

C. Open Comments

Project partners are asked to provide their opinions and concerns on the following project aspects (open questions):

- The meeting enabled me to clear up questions I previously had on:

- The following aspects are still a major concern to me:

- The significant obstacle/barrier in this project for the near future will be:

- What will be the most important outcomes of the project for your organization?

- Other suggestions.

Annex III: Event evaluation

The Event Evaluation Questionnaire will have a set of 20 Likert-scale questions. Each question will be assigned a grade on a scale of 1 to 5, with 5 being the highest (fully agree) and 1 the lowest (fully disagree). Respondents will also be asked for open comments and suggestions. These will help synthesize the results and manage the project.
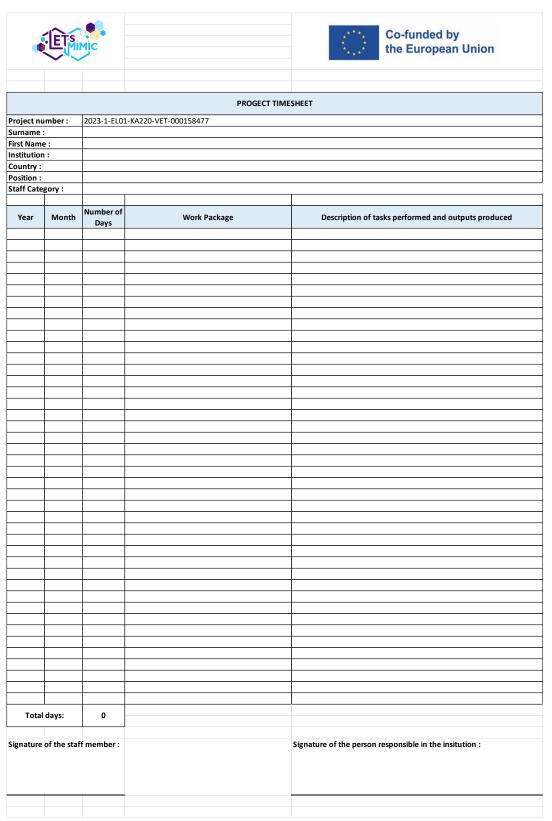
- What is your opinion of the general organisation and facilities of the event?

- To which extent did the event live up to your expectations?

- What is your opinion of the presenters/facilitators?

- What is your opinion of the material distributed before or during the event?

- How do you evaluate the agenda of the event?

- How do you evaluate the technical resources used?

- How effective do you think the methodologies used?

- How helpful was the event?

- How valuable was the event for your professional growth?

- How satisfied are you with the level of participation in the event proceedings?

- Do you feel that the targets of the event have been fulfilled?

ANNEX IV: Timesheet

PROGECT TIMESHEET				
Project number :	2023-1-EL01-KA220-VET-000158477			
Surname :				
First Name :				
Institution :				
Country :				
Position :				
Staff Category :				

Year	Month	Number of Days	Work Package	Description of tasks performed and outputs produced
Total days:	**0**			

Signature of the staff member :

Signature of the person responsible in the insitution :

ANNEX V: Consortium meeting signature list

EMPOWER - SIGNATURE LIST
LET'S MIMIC TRANSNATIONAL PROJECT MEETING
Venue: ……………………………………………………………………. Date: ………………

No	Name of the participant, Organization	Signature
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
11		
12		
13		
14		
15		

Date/Signature/Stamp:

DD.MM.YYYY

CERTIFICATE OF PARTICIPATION

This is to certify that

[Name of the participant]

has attended the [No of TPM] Transnational Project Meeting of the project **Biomimicry Design for sustainability skills in VET – Let's mimic**, No. 023 – 1 – EL01 - KA220-VET-000158477B, on the 5th and 6th of September.

Place: [City], [Country]

[Name of the organiser]
[Signature]