

Interreg
Sudoe



EUROPEAN UNION

ADDISPACE

European Regional Development Fund

Steering Group
Arcachon
16/05/2017
MINUTES

AGENDA

Venue: Bürofis.

Tuesday, May 16 th , 2017		
Time	Item	Presenter
10:00-10:15	Welcome Meeting goals	ESTIA
10:15 - 10:45	GT1. DIAGNOSIS - Review and agreement on State of the Art Report.	PEMAS
10:45 - 12:30	GT2. PILOTS - Review and agreement of Terms of Reference (ToR) of Pilot Actions. - Management of Pilot Actions: Governance, Agreements and Monitoring.	LORTEK
12:30 - 13:30	Lunch	
14:00 - 14:30	GT2. PILOTS - Wrap up morning session	LORTEK
14:30 - 15:15	GT3. TRANSFER - Logistics of Arcachon Transfer Workshop. - Information on Marinha Grande Transfer Workshop. - Work Plan for Catalogue of S&T offer. - Organisation of Transfer Workshop & Conference in Seville in 2018.	IP Leiria
15:15-15:45	GT4. EDUCATION - Review and agreement of Education Needs Assessment Report. - Work Plan of Education Pilots: overall framework, definition and work plan for Pilots at 3 education levels.	ESTIA
15:45-17:00	GTT1. MANAGEMENT - Shared costs status. - Reporting to SUDOE. - Consortium Agreement. - Next meeting: Lisbon, sept. 2017.	ESTIA
17:00 - 17:15	GTT2. COMMUNICATION - Review of next dissemination events.	AFM
17:15 - 18:00	GTT3. MONITORING - Presentation by External Evaluator. - Work Plan for ex-ante evaluation report.	ESTIA / Capital High Tech
18:00	End of meeting	
20:00	Dinner in Technical Forum	All

ATTENDANTS

PARTNER	NAME OF THE ATTENDANT
ESTIA	Pierre Diaz
	Olivier Larre
	Pierre Michaud
	Capital High Tech / Lucia Marta
	INI / Ion Gorriti
LORTEK	Raquel Abad
	Alberto Etxeberria
AFM	Itziar Oyarzabal
	Naiara Zubizarreta
FADA-CATEC	Fernando Lasagni
	Antonio Períñan
IP LEIRIA	
PEMAS	João Romana
VLM	Philippe Verlet
	Beatrice Rivalier
MICRONORMA	Tatiana Loio
GNC LASER	M ^a del Mar Alcázar
AIRBUS	Jorge Vilanova

PRESENTATIONS

Presentations available at Private Area: ADDISPACE / GTT1. MANAGEMENT / 3. PROJECT MEETINGS / [5. STEERING COMMITTEE 16-05-2017](#)

1. WELCOME. ESTIA / INI.
2. GT2. PILOTS. LORTEK.
3. GT3. TRANSFER. ESTIA/INI
4. GT3. SEVILLE EVENTS. FADA-CATEC.
5. GT4. EDUCATION. ESTIA
6. GTT1. MANAGEMENT. ESTIA / INI.
7. GTT2. COMMUNICATION. AFM.
8. GTT3. MONITORING. ESTIA / INI.
9. GTT3. EVALUATION. ESTIA / CHT.

ATTENDANCE SHEET

Available at Private Area: [Attendance Sheet](#).

MINUTES

WELCOME

Pierre Diaz from ESTIA welcomes partners to the meeting.

Ion Gorriti from INI makes a presentation with an overview of the project by work packages, recapping the activities implemented so far and the meeting's goals.

Support documents in Private Area:

- PPT: [Welcome](#).

GT1. DIAGNOSIS

State of the Art Report

João Romana from PEMAS presents the latest version of the "State of the Art Report" (version 7), delivered to partners on May 15, and available at Private Area.

The document has followed several iterations, so it should be near to be finished. The following is agreed:

- Partners are to review and deliver feedback to PEMAs by Wednesday May 24th.
- PEMAS will send asap an email with some contested sections on the report, where the position of some partners clashes. PEMAS will just point out the 2 alternatives (keeping/skipping the section/text) and partners will give their position as soon as possible, by the end of next week.
- Goal is to have a final version of the State of the Art Report by May 31st.

Surveys Analysis Report.

João Romana from PEMAS makes a review of the main findings of the "Surveys Analysis Report" shared with partners last week: the Report has 2 files: A Word document with the findings and an Excel file with the raw data.

The presentation led to the following remarks to update the Report:

- There are some questions which might be of interest to get the answers broken down by category of users: Research and Companies on a broad sense.
- There are some questions where the differentiation between companies with and without experience might be of interest.
- The graphic representation of some answers might be merged and modified.
- There are a number of answers to open questions that demand a review, eliminating those answers not relevant to the question and a grouping or similar responses into a limited number of bullet points.
- There are some rates whose calculation might be better described.

All such remarks are included on version 2 of the Survey Report, available in Private Area.

The following is agreed:

- PEMAs and ESTIA will conduct the modifications remarked in version 2 of the Report.
- All partners to review the Report and send feedback by Wednesday May 24th, being either remarks or comments on the current findings or further remarks and conclusions that might be added.
- PEMAS to deliver a final version with such modifications by May 31st.
- PEMAS and ESTIA to propose at that time the summary (2-3 pages) to be included on State of the Art Report.

Production of Deliverable

Contents of the final deliverable will be ready by May 31st. At that time production can start. The following is agreed:

The Deliverable will be composed by the State of the Art Report as it is plus a summary of the Surveys Analysis Report (2-3 pages) that will be included as a last section of this Report. The full Surveys Analysis Report will be considered as a separate digital Annex of the digital version of the State of the Art Report, available on website.

The following will be produced;

- Paper version of the State of the Art Report including a summary of Surveys Analysis Report.
- Digital version of the same report, available in website.
- Digital version of the full Survey Analysis Report, available in website.

The State of the Art Report and the Surveys Analysis Report will be available in EN, FR, EN & PT. Production will be distributed the following way between partners:

- AFM will propose a cover, backcover, table of contents and general guidelines (font type, size, margin, etc), that will be followed by all the versions.
- English version: ESTIA has a budget of 3.000 € for layout and printing.
- French version: ESTIA has a budget of 9.000 € for translation, lay out and printing.
- Spanish version: LORTEK has a budget of 5.698 € for translation, lay out and printing.

- Portuguese version: PEMAS has a budget of 7.764 € for translation, lay out and printing.

The goal would be to have the digital versions of the consolidated Report available by end June, so dissemination can take place:

- AFM will make dissemination with AFM/ADIMAT members, and HEGAN, HELICE and FADA CATEC, PEMAS and AV will do the same with their members.
- A Press Release and mailing text will be elaborated by AFM that will be used by partners to disseminate the report with their contacts.
- PEMAS will provide AFM with the contact of relevant associations at EU level where the report can be disseminated. PEMAS will contact them in advance, asking for a warm reception to AFM requests of disseminating the report.

Support documents in Private Area:

- [State of the Art Report version 7.](#)
- [Surveys Analysis Report v.1.](#)
- [Surveys Analysis Report v.2.](#)
- [Surveys Analysis Data.](#)

GT2. PILOTS

Alberto Etxeberria and Raquel Abad present the GT, making an overview of the timetable, the preliminary ToR of the 4 Pilots and the upcoming tasks.

The following can be highlighted:

Update of the timetable of tasks

An update of the timetable of the 3 stages of the Pilots are agreed:

- Definition of Terms of Reference: From April to end June 2017.
- Industrial research stage: From July 2017 to End April 2018.
- Viability stage with SMEs: From May to end December 2018.

In Seville Transfer Workshop, in February 2018, an open call will be made for SMEs to express their interest to become beneficiaries of the viability stage of the Pilots.

Call for proposal of target components

It is agreed to open a call for aerospace companies to propose target parts or components that could be the subject of the Pilots that will remain open until June 9. A simple form has been prepared to that end, In French and English, available at Private Area.

Dissemination of the form will follow this method:

- A paper version will be available in Arcachon and Marinha Grande Workshops.
- A FR and EN digital version will be available on website, for partners to disseminate it with cluster associations: AFM with HEGAN, FADA-CATEC with HÉLICE, PEMAS with its members.
 - FR version: <https://goo.gl/forms/mczekUb9ezLDRuFQ2>
 - EN version: <https://goo.gl/forms/Jnt6oJmF5ngKmh5H3>

The link to the surveys on website will be available by Monday, May 22. A mailing to be sent by AFM (HEGAN), FADA CATEC (HELICE) and PEMAS to members.

Remarks on Preliminary ToRs of Pilots

- EADS-CASA (Airbus D & S) is working on the proposal of a target component for Pilot 4 and perhaps also for Pilot 1.
- Communication with ADIRA has been unsuccessful so far. New contact people have been proposed by LORTEK, and hopefully they will be more responsive, being able to agree on their potential participation on Pilots.
- Intellectual Property Rights will be addressed in Pilot Agreements. It is stressed out that the Pilots can have both open access results to be disseminated and transferred and protection worthy results looking for their exploitation. Both are good results for the Pilots.
- In some Pilots the category of participation of some necessary stakeholders remain to be decided, either as a partner or as a subcontractor.

The following work plan is agreed:

- Deadline for proposal of target components for Pilots: June 9.
- Delivery by Pilot Leaders of complete draft of ToRs to LORTEK. May 29-31.
- Delivery by Pilot Leaders of final ToRs to LORTEK: June 14-16.
- Delivery by LORTEK of consolidated document with all ToR and final templates/models of Pilot Agreement (PA): June 30.
- Start of industrial research stage: July 1.

Support documents in Private Area:

- [PPT: GT2. PILOTS.](#)
- [Open call for components selection. FR.](#)
- [Open call for components selection. EN.](#)

GT3. TRANSFER

Ion Gorriti from INI / ESTIA leads the GT, on behalf of IP Leiria.

Transfer Workshops in Marinha Grande and Arcachon.

Pierre Diaz from ESTIA makes a summary of the logistical details and contents to be presented on the time allocated for ADDISPACE on the official programme of the DAS Workshops on Aérostructures, Matériaux et Procédés, on May 17 in Aerospace Valley Technical Forum.

Presentation the next day was a big success with an audience of around 100 people. May companies showed their interest on the proposal of target components and on getting further information on the project afterwards, in ADDISPACE stand.

Information on the Transfer Workshop in Marinha Grande on May 16 will be shared by IP Leiria.

ESTIA and IP LEIRIA will report both events following a template elaborated by INI, by end May.

AFM will disseminate both events on ADDISPACE website on the week of May 22, and if possible, in INTERREG SUDOE site.

Transfer Workshop and Conference in Seville.

Antonio Perrián from FADA-CATEC makes a presentation on the future Transfer Workshop and Conference planned to be held in Seville in February 2018. The following is agreed:

- It is agreed to hold a 1 day Conference and to celebrate in the official programme within, the ADDISPACE Workshop or Session (several hours). A field visit of Aeropolis and FADA-CATEC to participants of Conference (not only ADDISPACE partners) might be of interest.
- The Conference will have a broad focus, MAM on Aerospace, rather than a thematic focus as planned in original proposal.
- Conference will be opened to oral presentations by external stakeholders outside the ADDISPACE Partnership. No call for the submission of papers and posters will be managed. Participation of external stakeholders in the official programme will be managed by ADDISPACE partners, targeting those stakeholders the project wants to engage in the Transfer Workshops.
- Target groups of the Conference will be research and technology development players, big industry players, and SMEs from the aerospace and MAM fields.
- Contents of the Transfer Workshop will include dissemination of WP1 Report, Progress on Pilots, launch of open call for SMEs to join viability stage and MAM offer catalogue.
- Conference and Workshop will take place in Aeropolis ensuring the participation of a relevant number of aerospace companies (+85 located in park). Nonetheless, Conference and Workshop will be totally open to any company or stakeholders interested, specifically PEMAS, AV and HEGAN companies.
- It is agreed to hold the Conference as a separate event from ADM Seville 2018, taking place on May 15-18. Nonetheless, an ADDISPACE stand will be arranged in that event.

The following dates are agreed by all partners:

- Conference and Workshop: February 20.
- ADDISPACE meeting and Aeropolis and FADA-CATEC field visit: February 21.
- ADDISPACE meeting (half a day): February 22.

FADA-CATEC will continue working on the logistics of the Conference and Workshop and will present a draft programme for September.

Catalogue of MAM for Aerospace.

The production of the catalogue is to be coordinated by IP Leiria, but following AFM's experience on the production of catalogues, Itziar Oyarzabal steps in and the following work plan is agreed:

- AFM is going to simplify before end May the preliminary template for the recollection of information presented in Donostia-San Sebastian Meeting. It will simplify some of the proposed fields, allowing players to provide single description texts with some guidelines on the kind of information they might provide and a limit of text.

- AFM will forward to IP Leiria some guidelines on the method for the coordination of the efforts of partners compiling the data.
- IP Leiria will send to all partners the method and guidelines for recollection of data before end-May.
- Compilation and reporting of S&T offer of partners and non-partners: End Sept. 2017.
- Delivery of 1st complete catalogue in EN by AFM: End Oct. 2017.
- Translation of catalogue by ESTIA, AFM and IP Leiria : November 2017.
- Lay out of ES, FR & PT catalogues by AFM: November-Dec. 2017.
- Development of online database with catalogue: November-Dec. 2017.
- Launch of online database with catalogue: January 2018.

AFM will carry out the lay out of the EN version first, and once partners have provided the translated contents, the lay out for FR, ES and PT versions.

Partners have a budget allocated for the translation and printing of the Catalogue:

- FR: ESTIA: 8.000 €.
- ES & EN: AFM : 9.697 €.
- PT : IP Leiria 1.500 € + 2.500 € (for online version).

Support documents in Private Area:

- [PPT: GT3. TRANSFER.](#)
- [PPT: GT3. SEVILLE EVENTS.](#)
- [PPT: ADDISPACE Presentation at Arcachon Workshop.](#)

GT4. EDUCATION

Pierre Diaz from ESTIA presents this GT, making an overview of the main tasks:

Education & Training Needs Assessment.

ESTIA will elaborate the Report with 2 sources of information:

- Findings from the survey on relation to the training needs and training offer in MAM, as well as the profiles demanded in this field and the difficulties encountered for hiring such profiles.
- Findings to be checked up against the current education and Training Offer on MAM in SUDOE.

Partners are to compile the current training offer on Education and Training in the three countries, following the template provided by ESTIA and updated by LORTEK, available at Private Area. Partners are asked thus to use the update version filled in with Spanish data available at private Area.

- Spain: LORTEK has already delivered a first proposal jointly with Don Bosco, to be checked up by AFM and FADA-CATEC. On this regard, AFM points out that the only experience within ADDIMAT was a single training course on general MAM provided by IMH member (www.imh.eus).
- France: ESTIA to conduct the analysis of French offer.
- Portugal: IP Leiria to conduct the analysis to be checked by PEMAS.

All in all, it looks like the current offer will be quite limited, mirroring the results from the survey, which show the perception that the current offer is not enough. In this sense,

Alberto Etxeberria from LORTEK also points other available training outside SUDOE, like the brand new Additive Manufacturing Certification existing in USA: <http://www.sme.org/certified-additive-manufacturing-fundamentals/>

The following work plan remains in place:

- Compilation and reporting of training offer: May 31.
- Delivery of draft Education & Training Needs Report by ESTIA: June 15.
- Final Education & Training Needs Report by ESTIA: June 30.

Training Pilots:

Terms of Reference (ToR) template for the compilation of the planned pilots is presented by ESTIA and available at Private Area.

It is agreed that the complexity of the Pilots planned differs greatly from one level to another, which will demand that the delivery of the ToRs of the planned Pilots one come at different times.

Higher Education: 1 Pilot Training.

ESTIA and IP Leiria are working on the organisation of a joint training on MAM for Aerospace targeting Engineering cycle 3rd year (Master 2) students, to take place in April 2018.

10 students from ESTIA and 10 from IP Leiria will follow a 2 weeks training, one at each centre, entailing thus the mobility of students. Two alternative weeks are being considered in March and April 2018. Travel and subsistence expenses of students will be afforded by IP Leiria and ESTIA.

IP Leiria and ESTIA are already working on the ToR of this Pilot, as it has to be developed before the start of summer break, to be included on next year's official programmes.

Vocational Training: 2 Pilot Trainings.

LORTEK and Don Bosco will develop and lecture 2 Pilot modules targeting students of Don Bosco vocational training degrees. Initially, students from the degrees of Metallic Manufacturing and Industrial Mechatronics were considered, but this might be re-assessed by Don Bosco and LORTEK. **ESTIA** might also take part on the development and lecturing of developed contents.

Contents, duration, entry prerequisites to be agreed between Don Bosco and LORTEK. LORTEK will contact Don Bosco to start working in the ToR for the pilot training to take place in the 2017-2018 training course. ToR will also have to consider the future transfer to AFPI (FR) and CENTIMFE (PT), which will entail the translation of the training contents developed.

LORTEK and Don Bosco will work on a preliminary draft of ToRs by end June.

Lifelong Learning: 4 Pilot Trainings.

Training Pilots at this educational level requires some further reflection on the following fields:

Target groups: They can be either active workers or unemployed people with specific training background which might be re-trained or upgraded to MAM related profiles.

Target companies: In the case of active workers, target might be 1) companies from aerospace sector using or willing to shift to MAM 2) companies from metal manufacturing field with traditional methods willing to move to MAM, 3) MAM manufacturing companies with very specific training needs linked to the demands from aerospace sector; 4) MAM equipment and technologies manufacturers with very specific training needs linked to the improvement of equipment and process, etc.

Scope: It can differ, ranging from 1) Specific technical contents for upgrading skills of workers already involved on MAM, 2) General introduction to MAM aimed at managers or chief engineers to assess the potential of shifting to this technology, 3) General introduction to MAM technologies for workers that might be involved at operational level on MAM production, etc.

Potential technical contents: Consultation of training needs has already been taken place in the survey. ESTIA proposes to make a call for companies from AV, PEMAS, HEGAN, HELICE to propose potential training contents. Before such open call is managed, though, some preliminary decisions on the target companies and training modalities might be necessary. Such consultation might be needed for those Pilots targeting specific contents but not for others with a more general and introductory purpose.

Modality : There is a total flexibility on the Pilot Training method to choose; it can be a 1 day training, a training in several days, training in class, online training, in house training with a number of workers from a given company, etc.

Partners involved: ESTIA, LORTEK, FADA-CATEC, IP Leiria and Don Bosco to confirm their engagement on the definition and development of such Pilots. The following preliminary distribution can be envisaged:

- Pilot 1: LORTEK + Don Bosco. Spain.
- Pilot 2: FADA-CATEC. Spain.
- Pilot 3: ESTIA. France.
- Pilot 4: IP Leiria. Portugal.

Publicity: Once the preliminary target groups and contents of the Pilots are defined, publicity should be given through AV, PEMAS, HEGAN, HELICE, and through other channels, depending on the target companies selected, so they can express their interest on being beneficiaries from the training.

State Aid: As in the case of the participation of SMEs in WP2 Pilots, companies taking part on the Training Pilots have to be informed in such call that if they take part on the Pilot, they will be notified of the economic value that such participation is valued as, that they have to take into consideration in the minimis calculation.

The following is proposed:

- Once the Final Education & Training Needs Report is ready, and potential Training Gaps identified, ESTIA will consult LORTEK, FADA-CATEC, IP Leiria and Don Bosco in July for them to provide their preliminary choices for the Pilots in terms of target groups, target companies, scope, modalities, etc.

- The preliminary definition on the framework of the 4 Pilots, will allow addressing a potential open call for companies to propose specific training contents in September.

Support documents in Private Area:

- [PPT: GT4. EDUCATION.](#)
- [Training Offer in Spain by LORTEK.](#)
- [Education Pilots ToR template.](#)

GTT1. MANAGEMENT

Ion Gorriti from INI / ESTIA makes a presentation on the Project Management Guide, specifically the following contents:

- Governance.
- Communication.
- Project proceedings.
- Financial management.
- Reporting procedure.
- Monitoring Plan.

The following is agreed:

- Partners are requested to forward the PPT with the draft project Management Guide to Finance Officers in their organisations.
- Partners can start thinking about the method of calculation of staff costs for the staff to be engaged in the project. Next week, guidance on the reporting on Staff Costs will be sent by INTERREG SUDOE. As a general recommendation: for staff with no participation on other projects the Part time dedication: fixed rate method is recommended; for staff participating in many projects the Part time dedication: variable rate 2 method is recommended.
- ESTIA will send to partners a draft Consortium Agreement with the different alternative texts for the regulation of results use and exploitation, accession rights and so on by mid-June. Feedback by partners to ensue for having an agreed version by end June.
- INI will deliver a final version of the Project Management Guide by end June.
- INI will inform partners' Finance Officers of upcoming INTERREG SUDOE webinars for reporting. After such webinars, a Skype meeting of INI with Finance Officers will be arranged in June for solving reporting problems and questions.

João Romana from PEMAS shares information on a topic identified on draft Work programme NBMP 2018-2020 of Horizon 2020 focusing on new materials for Additive Manufacturing (topic 19-2019). The call will be open next year so there is plenty of time for partners to consider the potential submission of a proposal that would require the enlargement of the current partnership.

Next project meeting will be a Steering Group meeting to be held in Lisbon, hosted by PEMAS. It will be a 1 day meeting. In order to agree on dates, a Doodle will be launched proposing dates for the weeks of October 30 and Nov. 6.

Support documents in Private Area:

- [PPT: GTT1. MANAGEMENT.](#)

GTT2. COMMUNICATION.

Itziar Oyarzabal from AFM makes a review of the upcoming Communication activities:

- Brochure: English version already available and produced by ESTIA for Arcachon Workshop. Versions on other languages to ensue; partners to deliver translated text from current brochure that can be updated. Brochure will follow modification all along the project.
- WP1 Report: Addressed in WP1.
- WP3. MAM Catalogue: Addressed in WP3.
- Participation at events: ADDIMAT is organizing the Technical Conference program during ADDIT3D, from 6 to 8 June in Bilbao, International Exhibition of Additive and 3D printing: <http://addit3d.bilbaoexhibitioncentre.com>. ESTIA and perhaps FADA-CATEC will also take part. Information on ADDISPACE will be displayed in the Fair with a stand.

Support documents in Private Area:

- [PPT: GTT2. COMMUNICATION.](#)

GTT3. MONITORING & EVALUATION

Lucia Marta from Capital High Tech (CHT) makes a presentation on the external evaluation subcontracted.

Following the review of documents and short interviews held with partners, CHT will deliver the Ex-Ante Evaluation Report by end-May, with the following modifications in relation to the original ToRs:

- Review of expenses will only start on Intermediate Report, as there are no expenses claimed yet.
- Stakeholders Analysis, mostly end-users will take place starting on Intermediate Report.

Ion Gorriti from INI points out that an internal monitoring process is put in place in Project management Guide (GTT1. MANAGEMENT), integrating 6 month work plans, monitoring reports, quality control of deliverables and risk management that will consider the risk identification conducted by CHT. A first Monitoring Report delivered by end July.

Support documents in Private Area:

- [PPT: GTT3. EVALUATION.](#)

WORK PLAN

WHAT	WHO	WHEN
GT1		
Feedback to version 7 of State of the Art Report	All	24/05/2017
Feedback to version 2 of Surveys Analysis Report	All	24/05/2017
Update of Surveys Analysis by PEMAS and ESTIA following remarks on version 2 and partners feedback.	ESTIA & PEMAS	31/05/2017
Delivery of Summary of Analysis Surveys Report on State of the Art Report	ESTIA & PEMAS	31/05/2017
Layout guidelines for consolidated Report (cover, back cover, table of contents, font size, etc)	AFM	31/05/2017
Translation of report to ES, FR & PT	ESTIA, LORTEK, PEMAS	15/06/2017
Layout of report in EN, ES, FR & PT	ESTIA, LORTEK, PEMAS	30/06/2017
Printing of report	ESTIA, LORTEK, PEMAS	When needed
GT2		
Publication of links to component selection form in ES and FR in website	AFM	22/05/2017
Dissemination of links to aerospace companies	AFM, FADA-CATEC, PEMAS, HEGAN, HELICE	22/05/2017
Reception of surveys	AFM & LORTEK	09/06/2017
Delivery of complete draft of ToRs to LORTEK	ESTIA, LORTEK, FADA-CATEC & IP LEIRIA	31/05/2017
Delivery of final ToRs to LORTEK	ESTIA, LORTEK, FADA-CATEC & IP LEIRIA	16/06/2017
Delivery of consolidated ToRs and final templates for Pilot Agreement	LORTEK	30/06/2017
Start of industrial research stage	All	01/07/2017

WHAT	WHO	WHEN
GT3		
Reporting of Arcachon and Marinha Grande Transfer Workshops	ESTIA & IP Leiria	31/05/2017
Definition of contents and logistics of Scientific Conference (including Transfer Workshop) in Seville	FADA-CATEC	15/09/2017
Delivery of new template for compiling info for MAM catalogue	AFM	31/05/2017
Guidelines on method for compilation of data for catalogue to partners	IP Leiria	31/05/2017
Compilation and reporting of MAM players	All	31/09/2017
GT4		
Compilation and reporting of training offer in ES, FR & PT following v2 of template	All	31/05/2017
Delivery of draft Education & Training Needs Report	ESTIA	15/06/2017
Final Education & Training Needs Report	ESTIA	30/06/2017
Preliminary ToR Pilot Higher Education	ESTIA & IP Leiria	30/06/2017
Preliminary ToR Pilots Vocational Training	LORTEK & Don Bosco	30/06/2017
General framework of Pilots Lifelong Learning	ESTIA	30/06/2017
Feedback and selection of broad scope of 4 Pilots on Lifelong learning	ESTIA, LORTEK, Don Bosco, FADA-CATEC & IP Leiria	31/07/2017

WHAT	WHO	WHEN
GT1.		
Delivery of Project Management Guide	INI	30/06/2017
Preliminary draft of Consortium Agreement	ESTIA	15/06/2017
Feedback and agreement on Consortium Agreement	All	30/06/2017
Attendance of INTERREG SUDOE webinars on reporting	All	June
Delivery of Progress Report 1	All	30/06/2017?
GT2.		
Delivery of texts in FR & PT for brochure	All	30/06/2017
GT3.		
Delivery of Ex-Ante Evaluation Report	CHT	31/05/2017
Delivery of Monitoring Report 1	INI	31/07/2017

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