

Regional VET Intelligence: S4 Panel Activation Toolkit

Standardised frameworks and practical tools
for establishing multistakeholder Regional
VET Excellence Panels across partner regions

Deliverable D2.2



Co-funded by
the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Education and Culture Executive Agency (EACEA). Neither the European Union nor the granting authority can be held responsible for them.

Project acronym	RECEBA
Project full title	Regional Circular Economy Business Acceleration
Call identifier and Grant Agreement number	ERASMUS-EDU-2025-PEX-COVE – 101260639
Deliverable number and title	D2.2 – Regional VET Intelligence: S4 Panel Activation Toolkit
Lead beneficiary	CEIN (Centro Europeo de Empresas e Innovación de Navarra)
Dissemination level	SEN (Sensitive) - Circulation is restricted to RECEBA beneficiaries, associated partners, and EACEA
Status	Final
Format	Electronic (PDF)
Author(s)	CEIN
Contributors	Orekan, UPNA, AEZMNA, all partners
Revision history	V1.0 – 23/06/2026 V2.0 – 31/07/2026 V3.0 – 21/08/2026
Abstract	The Panel Activation Toolkit provides standardized frameworks and practical tools for establishing multi-stakeholder Regional VET Excellence Panels across partner regions. The toolkit defines panel scope, optimal composition mixing industry representatives and educational providers, regional stakeholders for S3/S4 governance, implementation and monitoring. The report will also include operational guidelines for sustainable governance of the Panel. It includes step-by-step establishment procedures, stakeholder selection criteria, and meeting protocols designed to validate T2.1 research findings while establishing panels' ongoing role in quality assurance and market-VET alignment. The toolkit ensures consistent panel activation across all six partner regions while maintaining flexibility for local adaptation, creating sustainable regional boards that bridge circular economy market demands with VET provision through structured stakeholder engagement and collaborative governance.
Access and terms of use	Deliverable D2.2 is classified PU (Public) under the Grant Agreement. The document may be freely accessed, used, reproduced, and adapted by any party, provided that the RECEBA consortium is credited as the source and that any adapted version carries a clear indication of the changes made. Commercial use is not permitted without prior written authorisation from the Coordinator (SFC). These terms are inspired by the attribution and share-alike principles of Creative Commons licences.

TABLE OF CONTENTS

TABLE OF CONTENTS	3
INTRODUCTION	4
PART 1 — THE PROJECT	5
1.1 What is RECEBA?	5
1.2 What is a VET Excellence Panel?	5
1.3 What is the project timeline?	5
1.4 Purpose, Scope and Use of the Toolkit	6
PART 2 — CONCEPTUAL FRAMEWORK	7
2.1 Functions.....	8
2.2 Scope.....	8
PART 3 — PANEL CONFIGURATION	9
3.1 Sectoral Scope	9
3.2 Involvement of expertise	10
3.3 Quadruple Helix Representation	11
3.3.1 Stakeholder Selection Criteria	13
PART 4 — GOVERNANCE FRAMEWORK.....	15
4.1 Link with existing structures	15
4.2 Organisation	16
PART 5 — OPERATIONAL ARRANGEMENTS	17
5.1 Decision-making mechanisms	17
5.2 Formats of Interaction.....	17
5.3 Meeting Protocols for Validation and Review	18
5.4 Meeting Documentation	19
5.5 Operational Records and Follow-Up	19
PART 6 — STAKEHOLDER ENGAGEMENT AND RETENTION	20
6.1 Participation	20
6.2 Engagement.....	21
6.3 Retention strategies	22
PART 7— SUSTAINABILITY	23
7.1 Supporting and Hindering factors	23
7.2 Sustainability pathways	23
7.3 Operational guidelines for sustainable governance.....	25
PART 8— REGIONAL PANEL TIMELINE	26
8.1 Alignment of Sessions with Project Milestones.....	27
8.2 Step-by-Step Roadmap for Regional Panel Activation	27
PART 9— ANNEX	30
Toolkit Templates Overview	30

INTRODUCTION

This document presents Deliverable D2.2 – S3/S4 Panel Activation Toolkit, developed under Task 2.2: Formation and Operation of Regional VET Excellence Panels within Work Package 2 of the RECEBA project.

RECEBA - Regional Circular Economy Business Acceleration is an Erasmus+ Centre of Vocational Excellence project that builds circular economy skills, drives innovation, and delivers applied learning by connecting businesses, VET providers, regional authorities, and research organisations across six European regions (Lazio, Navarre, Wallonia, Friesland, Normandy, and Bulgaria). Through Circular Business Labs and VET Excellence Panels, the project tests and scales a common model for skills intelligence, applied learning, and business acceleration, designed to be adapted across different regional contexts.

The purpose of the Toolkit is to support RECEBA partners in the establishment and operation of Regional VET Excellence Panels by providing a structured set of frameworks, guidance and practical tools.

The Toolkit addresses key aspects related to the design, composition, governance, and operation of the Panels and provides a common reference for their implementation across partner regions.

In particular, the Toolkit covers:

- Supporting guidance for panel activation and operation
- The scope and functions of the VET Excellence Panels
- Approaches to sectoral and multisectoral representation
- Stakeholder composition based on the quadruple helix model
- Governance structures and roles
- Operational arrangements and meeting practices
- Stakeholder engagement and retention considerations
- Sustainability considerations

The Toolkit has been developed in accordance with the objectives and activities defined under Task 2.2 and incorporates inputs collected from RECEBA partners during the co-creation and consultation process.

The Toolkit provides a common framework for implementation while allowing adaptation to different regional contexts and existing governance arrangements.

The document is organised into thematic sections addressing the main elements required for the establishment and operation of the Panels. In addition, practical guidance and operational recommendations are provided to support partners throughout the implementation process.

PART 1 — THE PROJECT

1.1 What is RECEBA?

RECEBA stands for REgional Circular Economy Business Acceleration. It is a four-year project running from April 2026 to March 2030, funded under the Erasmus+ programme as a Centre of Vocational Excellence (CoVE). The grant agreement reference is 101260639, and the project is coordinated by SFC (Sistemi Formativi Confindustria) in Rome.

RECEBA builds a transnational network connecting vocational education and training (VET) with the circular economy priorities of six European regions. The 17 beneficiary partners are based in Italy, Spain, Belgium, the Netherlands, France, and Bulgaria.

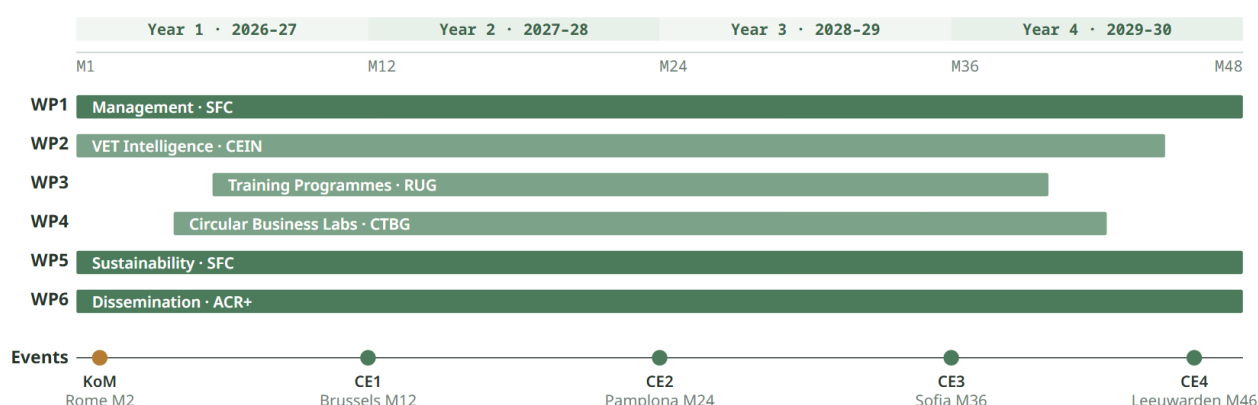
The RECEBA consortium met in Rome on 12–13 May 2026 for the project kick-off meeting. The event brought together representatives from all partner organisations to review the project objectives, work plan, governance arrangements and implementation activities. Bringing together such a diverse range of regional contexts and intervention profiles allowed partners to compare regional needs and practices from the outset, laying the groundwork for a common methodological framework that can nonetheless be adapted to different regional realities.

The kick-off meeting also included a co-creation session that contributed to the development of the Regional VET Excellence Panel concept and the S3/S4 Panel Activation Toolkit presented in this deliverable. References to partner reflections, discussions and contributions included throughout this document relate to the inputs collected during this co-creation session.

1.2 What is a VET Excellence Panel?

A VET Excellence Panel is a regional multi-stakeholder structure with the aim to support interaction and discussion among relevant stakeholders in relation to vocational education and training (VET), skills needs, and regional priorities. The Panels bring together representatives from industry and business, education and training, government and policy, and research, innovation and civil society, and contribute to the validation of skills intelligence, stakeholder engagement, quality assurance, and the alignment between VET provision and labour market needs

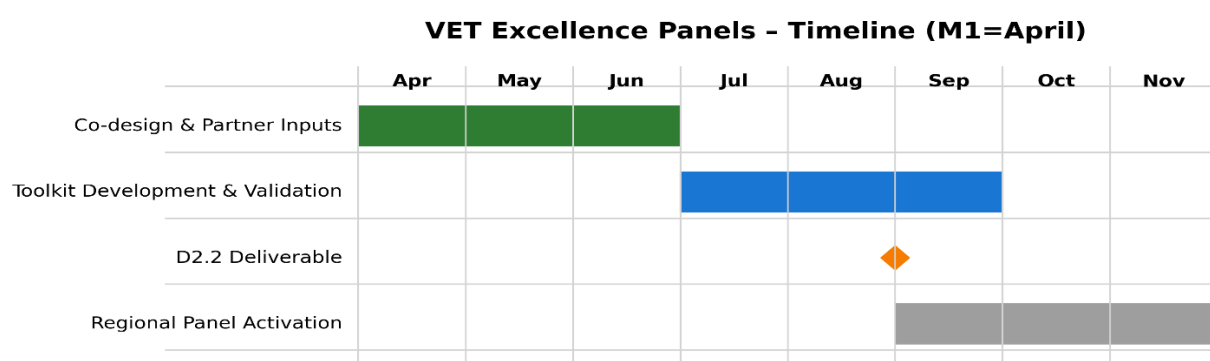
1.3 What is the project timeline?



The RECEBA project runs for 48 months from 1 April 2026 to 31 March 2030. All due dates for deliverables and milestones in this document are expressed as month numbers counted from this start date: M1 is April 2026, M12 is March 2027, M24 is March 2028, and so on.

1.3.1 Regional VET Excellence Panel Establishment and Activation Timeline

The figure below outlines the timeline for the establishment and activation of the Regional VET Excellence Panels. It covers the co-design phase, the development and validation of the S3/S4 Panel Activation Toolkit (D2.2), the submission of the deliverable, and the activation of the Panels at regional level. The process starts in April 2026 (M1) and leads to the activation of the Regional VET Excellence Panels by November 2026, after which the Panels continue their activities in alignment with the project milestones defined in the proposal.



The timeline presented in this section focuses on the establishment and activation of the Regional VET Excellence Panels. The following sections provide further information on the panel sessions associated with the project milestones and their alignment with the activities and outputs developed under WP2.

1.4 Purpose, Scope and Use of the Toolkit

The S3/S4 Panel Activation Toolkit (D2.2) has been developed to support RECEBA partners in the design, activation and operation of Regional VET Excellence Panels within Task 2.2

Building on the multi-stakeholder nature of the Panels described in Section 1.2, the Toolkit provides a common methodological framework to guide the establishment of Panels consistently across the six RECEBA regions. Rather than prescribing a single, uniform model, the Toolkit sets out a shared reference structure, covering scope, composition, governance and operational arrangements that each region can adapt to its own institutional context, VET system and stakeholder landscape, while preserving comparability and coherence across the partnership.

Toolkit supports the Panels in their role of identifying emerging skills needs and critical gaps, and in guiding the alignment of VET provision with the demands of the green and circular economy transition.

On the basis of this common methodology, each RECEBA region will be able to activate its own Regional VET Excellence Panel, ensuring that regional specificities in terms of S3/S4 strategies are addressed within a shared framework that strengthens cross-regional learning and the overall consistency of the RECEBA approach.

The Toolkit provides a coherent, flexible and practical framework to support the establishment and operation of the Panels while allowing adaptation to different regional contexts and existing governance arrangements.

More specifically, the Toolkit aims to:

- support regions in establishing their Panels,
- provide guidance on governance and stakeholder composition,
- facilitate implementation through practical templates and tools,
- ensure adaptability to different regional contexts,
- and support long-term sustainability and integration into existing governance structures.

The Toolkit covers:

- panel configuration and stakeholder composition,
- governance arrangements and organisational roles,
- operational arrangements and meeting protocols,
- stakeholder engagement and retention,
- sustainability considerations,
- and practical guidance for Panel activation and operation.

PART 2 — CONCEPTUAL FRAMEWORK

VET Excellence Panels are regional structures involving relevant stakeholders. They support interaction between stakeholders and discussion on topics related to skills and VET.

This section presents the functions and scope of the VET Excellence Panels. It summarises the reflections collected during the consortium co-creation process regarding the expected role of the Panels, their key functions, and the approaches proposed for their operation. It also reflects the perspectives shared by partners regarding advisory and operational roles and their application in different regional contexts.

2.1 Methodological approach

The methodology of the Regional VET Excellence Panels is grounded in established approaches to multi-stakeholder governance and regional innovation policy. In particular, it draws on the Quadruple Helix perspective, which recognises the contribution of academia, industry, public authorities and civil society to regional development (Carayannis & Campbell, 2009). The value of this approach lies in bringing together actors with different knowledge, interests and perspectives, creating the conditions for a more informed understanding of regional challenges and opportunities.

This approach is consistent with the participatory principles that underpin S3. The Entrepreneurial Discovery Process¹ provides a relevant point of reference in this respect, as it emphasises interaction among regional stakeholders in identifying priorities and opportunities based on local assets and capabilities (Gianelle et al., 2017; Perianez-Forte &

¹ EDP is a model introduced as a way of making regional priority-setting more informed, participatory and responsive to the knowledge held by different actors in the regional economy. Rather than assuming that public authorities can determine in advance which sectors or technologies offer the greatest potential, the approach emphasises interaction with businesses, researchers, public institutions and other stakeholders to identify emerging opportunities, capabilities and areas where a region may develop new competitive activities (Foray et al., 2009; Foray et al., 2012).

Wilson, 2021). At the same time, the experience of S3 implementation shows that the ways in which stakeholder engagement is organised vary considerably according to regional contexts and institutional arrangements. The RECEBA VET Panels therefore do not constitute an EDP mechanism as such, but draw on related principles of sustained stakeholder interaction and bottom-up exchange, adapting them to the specific role of VET and skills development in the green and circular transition.

Against this background, the RECEBA Panels provide a structured space for dialogue between VET providers, businesses, public authorities, research and innovation actors, and other relevant stakeholders. Their purpose is to strengthen the connection between regional green and circular economy priorities and the skills, competences and training provision needed to support their implementation. In this sense, the Panels contribute to a better understanding of emerging skills needs, support dialogue around business and organisational transformation, and help identify opportunities for closer alignment between VET provision and regional economic development.

2.2 Functions

Partners identified the following functions as particularly relevant for the Panels:

1. Ensuring alignment with labour market needs
2. Validating current and future competences needs
3. Providing strategic advice on VET priorities
4. Supporting policy alignment at regional and European levels
5. Acting as a coordination platform between VET providers, industry and public authorities
6. Providing stakeholder feedback to support quality and relevance of VET provision/ OR Supporting the validation and continuous improvement of VET-related outputs
7. Supporting curriculum design and updates

2.3 Scope

The discussion demonstrated a broad preference for the Panels to operate primarily under an **Advisory scope**, while maintaining some degree of flexibility for operational involvement where appropriate.

Several partners highlighted that an advisory approach:

- Is more realistic in terms of time commitment and availability of panel members
- Facilitates the participation of high-level experts and institutional actors
- Reduces the risk of overloading stakeholders with operational responsibilities

At the same time, multiple partners stressed that a purely advisory role may limit the practical connection between the Panels and the implementation of project activities, particularly in relation to the Circular Business Labs (CBLs) and pilot activities under other work packages.

As a result, a recurring perspective emerging from the discussion was the relevance of a **hybrid approach**, in which:

- the VET Excellence Panel itself maintains a primarily strategic and advisory function,

- while selected stakeholders may contribute operationally through specific activities, thematic collaborations or pilot phases when relevant.

The consortium reflections additionally highlighted that the operational dimension should remain manageable and proportionate, avoiding excessive demands on panel members and preserving the quality and credibility of the advisory function.

Finally, the feedback collected during the session confirms that flexibility in defining the scope of the Panels will be important to accommodate different regional contexts, governance arrangements, and stakeholder capacities across RECEBA regions.

PART 3 — PANEL CONFIGURATION

This section presents the main elements to be considered in the configuration of the Regional VET Excellence Panels. It describes alternative sectoral approaches, including multisector, sector-specific and hybrid configurations, together with considerations related to regional adaptation.

The section also addresses stakeholder composition, stakeholder selection criteria, the representation of the quadruple helix pillars, and the involvement of external experts and thematic specialists in the activities of the Panels.

3.1 Sectoral Scope

VET Excellence Panel may adopt different configurations depending on regional context:

- Multisectoral approach, covering all targeted sectors
- Sector-specific panel, focused on key regional economic sectors
- Hybrid approach – a combination of both

The selection of the appropriate approach is determined by partners at a regional level.

3.1.1 Multisector Approach

A multisector approach may involve:

- The participation of representatives from different sectors within the same Panel
- Cross-sector discussions on circular economy skills
- Collaboration across sectors linked to sustainability and circularity
- Multisector panels connected to existing sectoral bodies
- And multisector sessions involving different sectors simultaneously

3.1.2 Sector-Specific Approach

A sector-specific approach may focus on:

- key regional sectors
- Sectoral groups

- Specific value chains
- The organisation of sessions focused on one sector at a time
- The participation of business associations, clusters, chambers of industry, and regional economic administrations

During the interactive session in the kick-off meeting, several contributions also highlighted that:

- Circularity may require sector-specific expertise
- Sectoral approaches may support relevance for labour market needs

3.1.3 Hybrid Approach

A hybrid configuration combining:

- multisector coordination,
- sector-specific discussions,
- and links with existing sectoral structures.

Examples mentioned during the session included:

- Combining multisector panels with sector-specific sessions
- Linking a cross-sector circular economy panel with existing sectoral bodies
- And organising sector-specific working sessions under a broader multisector panel structure

3.1.4 Regional Adaptation

The reflections collected during the session highlighted:

- the importance of regional contextualisation,
- openness to emerging sectors,
- and flexibility in selecting stakeholders and sectors according to regional priorities.

Partners may therefore define the sectoral approach of their VET Excellence Panels based on:

- Regional S3/S4 priorities
- Existing governance structures
- Sectoral ecosystems
- The objectives of their regional implementation activities

3.2 Involvement of expertise

The VET Excellence Panels may involve external experts and thematic specialists in addition to the core Panel members. This approach provides flexibility to access specialised knowledge that may not be permanently represented within the Panel composition.

External experts complement the expertise available within the Panel and may be invited on an ad hoc basis to contribute to specific discussions, validation activities, thematic working groups or other activities requiring particular expertise.

Examples may include:

- specialists in emerging circular economy technologies,
- experts in skills intelligence or labour market analysis,
- researchers and innovation specialists,
- experts in specific sectoral value chains,
- or professionals with expertise relevant to a particular discussion topic or project output.

External expertise may be involved through:

- ad hoc participation in Panel meetings,
- thematic working groups,
- targeted consultations,
- or collaboration with research centres and innovation hubs.

This approach allows the Panel to remain manageable in size while ensuring access to specialised expertise whenever required.

3.3 Quadruple Helix Representation

For the establishment of the VET Excellence Panel, the representation of the four pillars of the quadruple helix is a mandatory principle to ensure a balanced, systemic, and inclusive governance approach.

Quadruple Helix	Proposed Type of Stakeholders
Industry & Business	• Companies implementing or aiming to implement circular strategies • SMEs Sectoral associations and clusters
Education & Training	• VET providers • VET institutions • Technical schools • Universities • Work-based learning coordinators • Online learning providers
Government and Policy	• Regional and national agents (development agencies, ministries, etc) • Education, employment and skills authorities • Environmental and sustainability departments • Industry departments • Association of Regional Municipalities

Research, Innovation and Civil society	• Research centres and innovation hubs • Technology transfer centres • Sustainability consultants • NGOs, professional associations or career guidance services
--	--

A.1 Template: Stakeholder Mapping Matrix – Excel

The Stakeholder Mapping template, included as an excel annex, may be used to identify and map potential stakeholders to be represented in the Regional VET Excellence Panel.

The objective of this tool is to Identify, analyse and select a balanced group of stakeholders capable of contributing to the Regional VET Excellence Panel. The process should support the representation of relevant actors across the quadruple helix model while ensuring that the Panel reflects regional priorities, sectoral needs and the expertise required to support discussions, validation activities and stakeholder engagement.

Steps:

1. Identify Potential Stakeholders

Identify stakeholders according to the Quadruple Helix model, regardless of their sector or level of involvement in circular economy activities.

Category	Examples of Stakeholders
Government & Policy	Regional and local authorities, public agencies, development agencies, public organisations
Industry & Business	Companies, SMEs, business associations, clusters, chambers of commerce
Education & Training	VET providers, universities, training organisations, educational institutions
Research, Innovation & Civil Society	Research centres, innovation hubs, NGOs, professional associations, civil society organisations

2. Assess Potential Stakeholders

Conduct a qualitative assessment of each stakeholder using a 1-5 scale (1= very low, 5= very high) according to the following criteria:

- Extent to which the organisation is currently involved in **activities related to circular economy**, sustainability, resource efficiency, circular business models, eco-design, industrial symbiosis, circular procurement or waste valorisation.
- Degree to which the organisation is expected to adapt/facilitate to emerging **circular economy regulations** and policy frameworks, such as:
 - Ecodesign for Sustainable Products Regulation (ESPR)
 - Packaging and Packaging Waste Regulation (PPWR)
 - Digital Product Passport (DPP)
 - Other relevant EU and regional regulations

- c. Level of **participation in regional circular economy** networks, initiatives and projects such as:
 - i. Regional or national collaborative initiatives
 - ii. S3/S4 working groups
 - iii. EU projects
- d. Capacity of the organisation to **influence decisions**, behaviours and practices within the value chain it represents.
- e. Extent, to which the organisation **represents** a broader group of stakeholders, sectors, territories, or communities beyond its own organisation, and its ability to bring collective perspectives, needs and interests into the stakeholder panel.

3. Assess Stakeholder Interest and Influence

Calculate the interest and influence of the stakeholders considering the following formula to weight the 5 criteria previously identified:

- a. Interest (Measures the stakeholder's relevance and engagement in the circular economy transition)= 50%*circular economy activities + 50%*CE regulations
- b. Influence (Measures the stakeholder's ability to drive change within the value chain)= 20%*participation in regional activities +30%representativeness+50%*influence

4. Classify Stakeholders

Classify the stakeholders within an interest-influence matrix as follows using the following thresholds (High ≥ 5 ; Low < 5):

Interest	Influence	Type of engagement
High	High	Key players
High	Low	Keep informed
Low	High	Keep satisfied
Low	Low	Monitor

5. Consider Alignment with Regional Priorities

Classify key players according to their contribution to the Smart Specialisation Strategy (S3/S4) priority areas.

6. Validate the Final Selection

Validate the final stakeholder selection through consultation with other relevant regional actors to ensure representativeness, relevance and balance across the quadruple helix categories.

3.3.1 Stakeholder Selection Criteria

Once potential stakeholders have been identified, partners may use the following criteria to support the selection of participants for the Regional VET Excellence Panels.



Figure 3.3.1 Stakeholder selection criteria supporting balanced representation and effective participation in the Regional VET Excellence Panels.

Finally, to support effective interaction and the smooth running of meetings, **Panels should maintain a limited and manageable composition**, with an indicative size of approximately **10–15 members per Panel**.

PART 4 — GOVERNANCE FRAMEWORK

This section outlines the governance arrangements of the Regional VET Excellence Panels. It presents the links between the Panels and existing governance structures, the organisational aspects of the Panels, and the roles and responsibilities required to support their operation.

4.1 Link with existing structures

The Regional VET Excellence Panel may be linked to existing regional or S3/S4 governance structures where there is sufficient alignment between the objectives and scope of the existing structure and those of the Regional VET Excellence Panel. Leveraging existing structures may support coordination, stakeholder engagement, sustainability and the avoidance of duplication within the regional ecosystem.

Depending on regional circumstances, partners may consider different approaches:

1. Integration or coordination with existing structures

- Integrated into existing S3/S4 governance bodies as an advisory layer focused on VET.
- Linked to an existing regional platform whose objectives and scope align with those of the Regional VET Excellence Panel.

2. Creation of a dedicated Regional VET Excellence Panel

Where suitable structures do not exist, or where their objectives and scope are not sufficiently aligned with those of the Panel, partners may establish a dedicated Regional VET Excellence Panel.

- Created ad hoc for RECEBA.
- Established as an independent regional stakeholder platform.

3. Hybrid approach

A hybrid approach combines elements of both existing governance structures and dedicated Panel arrangements.

Examples may include:

- Linked through regular coordination and exchange with regional skills or innovation councils.
- Alignment ensured through shared members between the Panel and existing governance structures.
- Contribution to S3/S4 priorities through thematic working groups.
- Built on an existing regional platform while adapting its scope to include VET Excellence.
- Using an existing structure while complementing it with new thematic groups.
- Initially established as an ad hoc structure, with the intention of integrating into an existing governance arrangement in the longer term.

The governance model adopted should be determined by each partner according to regional conditions, existing governance arrangements and the objectives of the Regional VET Excellence Panel.

4.2 Organisation



4.2 ORGANISATION

Each Regional VET Excellence Panel is coordinated by a designated **lead organisation** responsible for supporting the establishment, organisation and operation of the Panel within its respective region. The lead organisation acts as the main coordination point for panel activities and stakeholder engagement.

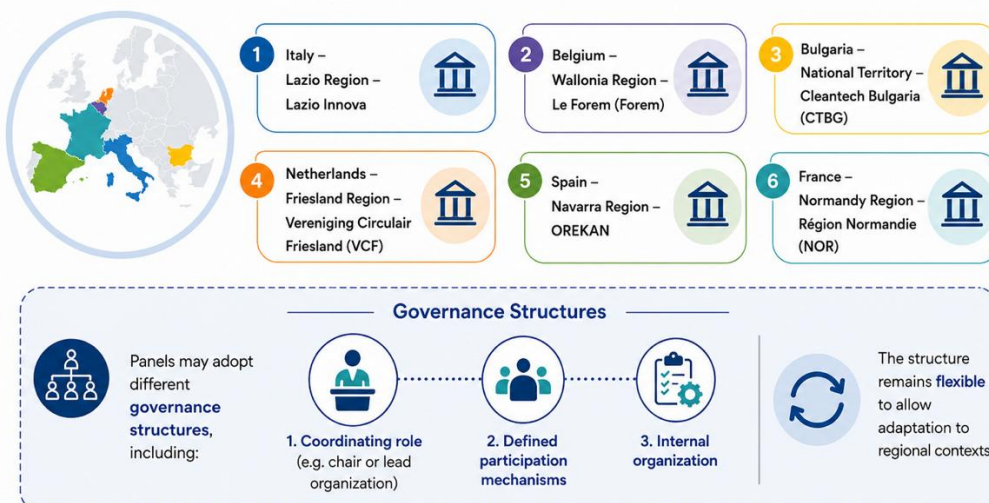


Figure 4.2 Organisation and governance structure of the Regional VET Excellence Panels.

4.2.1 Governance Actors

4.2.1 Governance Actors

The governance of the Regional VET Excellence Panels involves actors operating at consortium, regional and panel level. Their respective roles support the establishment, operation and coordination of the Panels throughout the project duration.

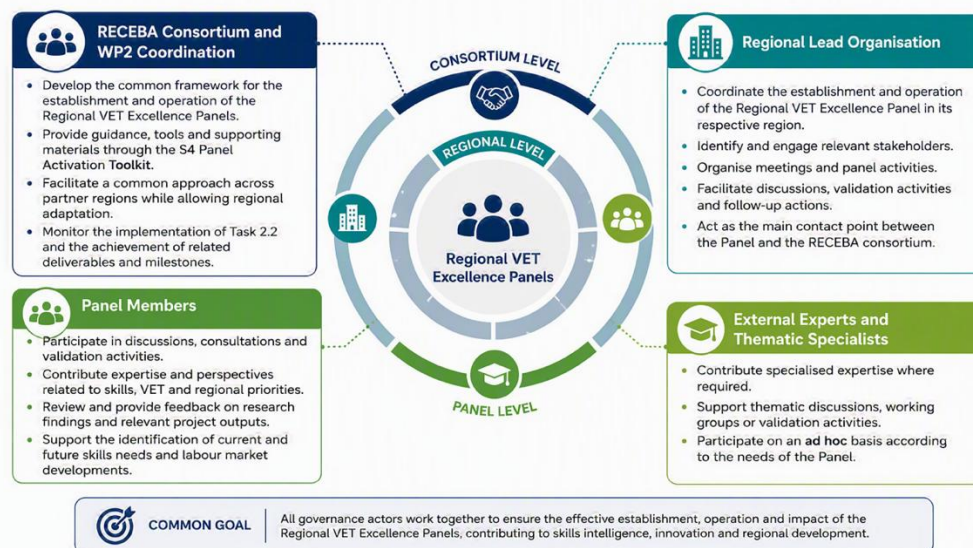


Figure 4.2.1. Governance framework of the Regional VET Excellence Panels, including consortium, regional and panel-level actors and responsibilities.

4.2.2 Stakeholder Roles and responsibilities

The allocation of roles and responsibilities contributes to the effective functioning of the Panel and supports coordination, stakeholder participation and validation activities throughout the project duration.

Partners shall define them and typically include:

- coordination functions,
- contribution of expertise,
- and support to discussions and validation processes.

The Toolkit provides the following template to support partners in structuring these roles.

B.1 Template: Roles and Responsibilities Matrix

PART 5 — OPERATIONAL ARRANGEMENTS

This section describes the practical arrangements supporting the operation of the Regional VET Excellence Panels. It covers the formats of interaction, decision-making mechanisms, meeting documentation and follow-up procedures used to support the functioning of the Panels throughout the project duration. The section also provides practical templates and tools to facilitate the organisation, documentation and continuity of Panel activities.

5.1 Decision-making mechanisms

The VET Excellence Panels are intended to facilitate discussion, validation and stakeholder interaction at regional level. To support the functioning of the Panels, decisions and recommendations may be adopted through the following mechanisms:

- **Consensus-based decision-making**, as the preferred approach whenever agreement can be reached among Panel members.
- **Simple voting mechanisms**, when consensus cannot be achieved and a position, recommendation or validation is required.

The mechanism applied should be agreed by Panel members and documented in meeting records where relevant.

5.2 Formats of Interaction

Meetings will be organised preferably in a face-to-face format, complemented by hybrid modalities to facilitate participation and inclusiveness.

Additional online sessions may be organised for specific topics, where required.

Partners may determine the most appropriate format according to:

- the objectives of the session,
- stakeholder availability,
- and regional circumstances.

5.3 Meeting Protocols for Validation and Review

Regional VET Excellence Panel meetings provide a structured forum for the discussion and validation of project outputs and regional skills intelligence. In particular, the Panels contribute to the review of research findings, stakeholder feedback and project outputs developed throughout RECEBA.

To support a consistent approach across partner regions, Panel meetings may include the following stages:

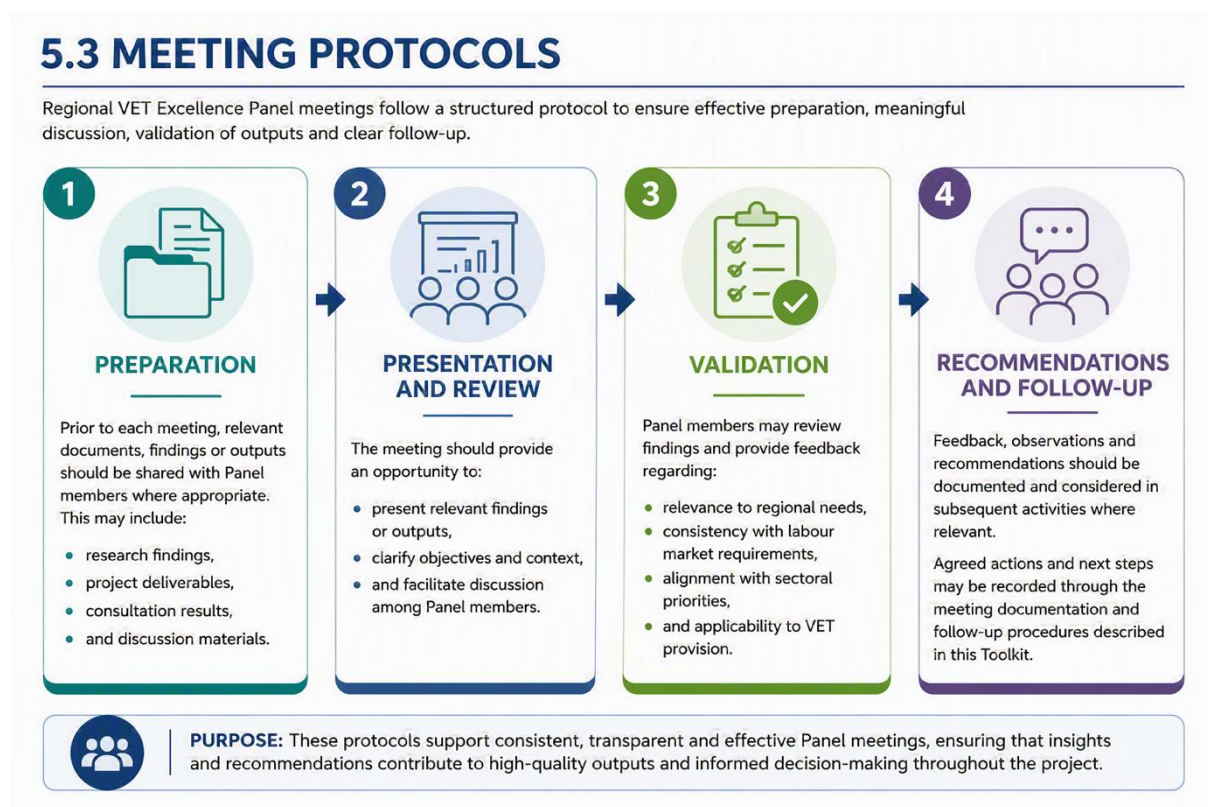


Figure 5.3 Meeting Protocols for Validation and Review

5.3.1 Contribution to Quality Assurance

The Regional VET Excellence Panels may contribute to quality assurance processes through the review and validation of research findings, project outputs and stakeholder feedback.

This contribution may include:

- reviewing the relevance of findings and outputs in relation to identified skills needs,
- identifying gaps, emerging needs or additional considerations,

- providing expert and stakeholder perspectives from industry, education and training, policy and research organisations,
- supporting the validation of skills intelligence and related project outputs,
- and contributing to continuous improvement through structured stakeholder feedback.

Through these processes, the Panels may support the relevance, quality and responsiveness of project outputs and activities in relation to regional priorities and labour market needs.

5.3.2 Contribution to Market-VET Alignment

The Regional VET Excellence Panels provide a mechanism for dialogue between education and training providers, industry representatives, public authorities and other stakeholders.

Through this interaction, the Panels may contribute to:

- identifying current and future skills needs,
- discussing labour market developments,
- validating the relevance of skills intelligence,
- supporting curriculum update discussions,
- and strengthening links between VET provision and regional economic priorities.

These discussions support the alignment between VET systems and labour market needs throughout the implementation of the RECEBA project.

5.4 Meeting Documentation

To support continuity and follow-up of Panel activities, partners are encouraged to document meetings using a consistent approach.

The following templates are provided within the Toolkit:

C.1 Template: Meeting Agenda and minutes

C.2 Template: Attendance / Signature List

5.5 Operational Records and Follow-Up

The records generated through Panel activities should be maintained throughout the project duration to support continuity, follow-up and traceability of discussions and recommendations.

Operational records may support:

- continuity between Panel sessions,
- monitoring of agreed actions,
- documentation of Panel feedback,
- and traceability of discussions linked to project activities and outputs.

Partners may use the templates provided in this Toolkit to ensure a consistent approach to meeting documentation and follow-up.

Where relevant, meeting records may be shared with Panel members following each session to support preparation for future meetings and facilitate the follow-up of agreed actions and recommendations.

Meeting records may also support:

- the review of previous discussions,
- the monitoring of actions and commitments,
- and the preparation of subsequent Panel sessions.

PART 6 — STAKEHOLDER ENGAGEMENT AND RETENTION

Stakeholder engagement is a key element in the establishment and operation of the Regional VET Excellence Panels. The involvement of relevant stakeholders supports the functioning of the Panels and contributes to the discussions, validation activities and collaborative processes carried out throughout the project. This section outlines key considerations related to participation, engagement and retention of stakeholders involved in the Panels.

6.1 Participation

Participation is a key element of panel functioning.

Partners are responsible for:

- identifying relevant stakeholders,
- ensuring their involvement,
- and maintaining engagement over time.

Stakeholder participation should reflect the composition of the VET Excellence Panel and the objectives of the activities carried out at regional level. Participation may take place through panel meetings, validation activities, consultation processes and thematic discussions organised within the framework of the Panel.

Where relevant, participation may also involve external experts and thematic specialists, as described in Section 3.2.

To facilitate participation over time, partners may consider involving organisations rather than assigning participation to a single nominated individual. This approach allows organisations to designate the most appropriate representative according to the topics addressed and the timing of Panel meetings, while ensuring continuity of participation and organisational representation.

6.1.1 Stakeholder Invitation Process

Potential Panel members may be invited through a formal invitation process led by the regional coordinating organisation. The invitation should provide information on the RECEBA project, the purpose of the Regional VET Excellence Panel, the expected level of participation and the benefits of involvement for participating organisations.

To support partners in this process, the Toolkit provides a template invitation that may be adapted according to regional context, stakeholder profile and communication needs. Partners are encouraged to tailor the content, level of detail and messaging of the invitation where appropriate to ensure its relevance and effectiveness for the intended recipient.

D.1 Template: Invitation to Participate in the Regional VET Excellence Panel

6.2 Engagement

The level and form of engagement are defined by partners according to regional needs and implementation arrangements.

To support the monitoring of stakeholder engagement throughout the project, partners may define a set of indicators adapted to their regional context and panel activities.

D.2 Template: Engagement Indicators

D.3 Engagement Monitoring Checklist Template

6.2.1 Replacement of Panel Members

To ensure continuity of the Regional VET Excellence Panels throughout the project duration, partners may establish a simple replacement procedure in cases where a Panel member is no longer able or willing to participate.

Where participation is organised at organisational level, the preferred approach is for the participating organisation to nominate an alternative representative to continue its involvement in the Panel.

Where an organisation decides to withdraw from the Panel, the regional lead organisation may identify and invite a replacement stakeholder, taking into consideration the agreed Panel composition and the need to maintain balanced representation across the quadruple helix pillars.

The replacement process may include the following steps:

1. Confirmation that the organisation or representative will no longer participate in the Panel.
2. Assessment of any implications for the balance and composition of the Panel.
3. Identification of a suitable replacement organisation or representative, where required.
4. Communication and invitation of the new participant.
5. Update of Panel records and stakeholder mapping documentation.

Any replacement should aim to preserve the relevance, representativeness and effective functioning of the Panel throughout the project duration.

6.3 Retention strategies

Maintaining stakeholder participation throughout the project contributes to the continuity and effectiveness of the Panels. The following practical considerations may support partners in defining and implementing stakeholder retention strategies.

6.3.1 Value Proposition for Stakeholders

Stakeholders should have a clear understanding of the purpose of the Panel and the relevance of their participation.

During the consortium consultation process, partners highlighted that long-term stakeholder engagement may depend on the ability of the Panel to move from the identification of needs towards practical and operational actions that contribute to the development of concrete solutions.

Partners may therefore consider:

- ensuring that panel discussions lead to tangible outputs or follow-up actions,
- providing visibility on how stakeholder contributions are used,
- linking Panel discussions to ongoing project activities and relevant regional initiatives,
- and demonstrating the added value generated through participation in the Panel.

6.3.2 Communication and Feedback

Regular communication and feedback may support continued engagement by keeping stakeholders informed of panel activities, outcomes and next steps.

Partners may consider:

- sharing meeting agendas sufficiently in advance,
- communicating key conclusions and agreed actions after each meeting,
- providing updates on the progress of activities linked to panel discussions,
- and maintaining regular communication between meetings where relevant.

6.3.3 Recognition Mechanisms

Partners may consider appropriate mechanisms to acknowledge stakeholder contributions to panel activities and discussions.

Examples may include:

- recognising contributions during panel meetings,
- highlighting contributions in project dissemination activities where appropriate,
- inviting stakeholders to contribute to specific thematic discussions or activities,
- and providing visibility to organisations actively involved in the Panel.

6.3.4 Alignment with Interests

Panel activities should remain relevant to the interests and priorities of participating stakeholders in order to support sustained involvement over time.

Partners may consider:

- selecting discussion topics that reflect regional priorities and stakeholder needs,
- involving stakeholders in the definition of meeting agendas,
- ensuring a balance between strategic discussions and practical implementation topics,
- and adapting activities to emerging regional developments and opportunities.

This approach may help maintain stakeholder interest and encourage continued participation throughout the lifetime of the Panel.

PART 7— SUSTAINABILITY

This section addresses the sustainability and continuity of the Regional VET Excellence Panels beyond the project duration. It presents key factors that may support or hinder the long-term operation of the Panels, together with practical considerations for sustainable governance. The section also provides a Sustainability Planning Matrix to support partners in identifying short-, medium- and long-term actions for the continuation and integration of the Panels within their regional context.

7.1 Supporting and Hindering factors

 7.1 SUPPORTING FACTORS <i>Ordered by relevance:</i>	 7.2 HINDERING FACTORS <i>Ordered by relevance:</i>
1  Clear demonstration of impact and added value	1  Unclear value proposition for participants
2  Strong ownership by key regional stakeholders	2  Excessive bureaucracy or complexity
3  Long-term funding or integration into existing funding schemes	3  Limited engagement of stakeholders
4  Alignment with regional, national or EU strategies	4  Lack of clear mandate or decision-making power
5  Stable coordination and secretariat capacity	5  Weak links with policy or implementation mechanisms
6  Political or policy support	6  Dependence on project funding only

7.2 Sustainability pathways

To support sustainability planning, partners may use the Sustainability Planning Matrix to identify and organise actions related to the continuation and integration of the Regional VET Excellence Panels over time. The matrix provides a structured approach based on three time horizons: short-term actions, medium-term integration and long-term embedding.

7.2.1 Short-term Actions

Short-term actions focus on supporting the establishment and initial operation of the Panel during the project period.

These actions may include:

- defining the composition of the Panel,
- confirming stakeholder participation,
- establishing governance and operational arrangements,
- organising regular panel meetings,
- and ensuring engagement of relevant stakeholders.

The objective of this phase is to support the effective functioning of the Panel and establish the foundations for its continued operation.

7.2.2 Medium-term Integration

Medium-term integration focuses on strengthening the position of the Panel within the regional ecosystem.

Actions may include:

- reinforcing links with regional governance structures,
- strengthening stakeholder commitment,
- aligning Panel activities with regional priorities,
- and consolidating coordination and participation mechanisms.

The objective of this phase is to increase the relevance and visibility of the Panel and strengthen its role within the regional context.

7.2.3 Long-term Embedding

Long-term embedding focuses on the continuation of the Panel beyond the project lifecycle.

Actions may include:

- exploring integration into existing regional structures,
- strengthening long-term ownership by participating stakeholders,
- reinforcing links with regional, national or European strategies,
- and identifying mechanisms that support continued operation over time.

The objective of this phase is to support the long-term sustainability of the Panel and its continued contribution to stakeholder interaction and discussions related to skills and VET.

E.1 Template: Sustainability and Continuity Planning Worksheet

7.3 Operational guidelines for sustainable governance

The proposal envisages the inclusion of operational guidelines for the sustainable governance of the Regional VET Excellence Panels. The following considerations are intended to support partners in maintaining the continuity, effectiveness and long-term operation of the Panels within their regional context.

7.3.1 Clarity of Roles and Responsibilities

- Ensure that participating stakeholders clearly understand their role and level of involvement
- Avoid overlaps in responsibilities
- Define a coordination role responsible for the organisation and continuity of Panel activities

7.3.2 Coordination and Facilitation

- Ensure the existence of a coordination mechanism to support the organisation of meetings and activities
- Maintain communication with Panel members
- Facilitate discussions and follow-up activities

7.3.3. Regular and Structured Interaction

- Maintain continuity between Panel sessions
- Ensure regular interaction among Panel member

7.3.4 Documentation and Follow-up

- Maintain records of Panel activities to support continuity over time
- Ensure that recommendations and agreed actions can be followed across successive Panel sessions

7.3.5 Balanced and Inclusive Participation

- Maintain balanced representation across the Panel over time.
- Consider changes in participation that may affect diversity, organisational representation or stakeholder balance.

7.3.6 Flexibility and Adaptation

- Review governance arrangements when necessary.
- Adapt working methods, participation mechanisms and meeting formats according to emerging needs and regional circumstances.

7.3.7 Engagement over Time

- Maintain stakeholder interest through relevant discussions and visible outcomes.

- Support continuity of participation throughout the project duration.

7.3.8 Link with Regional Context

- Align Panel activities with regional priorities.
- Consider links with existing governance structures and initiatives where relevant.
- Avoid duplication of existing mechanisms.

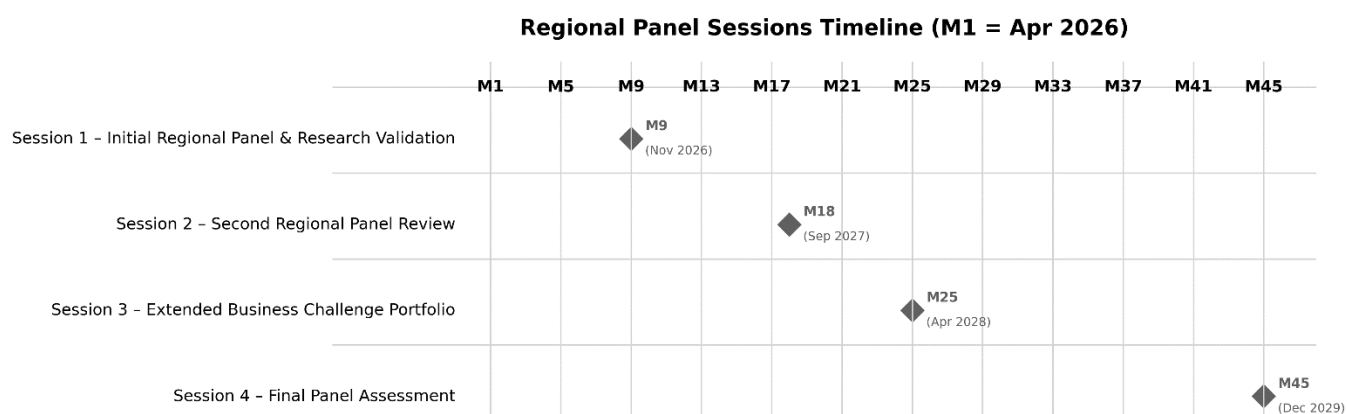
PART 8— REGIONAL PANEL TIMELINE

This section presents the timeline for the Regional VET Excellence Panels and their alignment with the strategic milestones defined in the proposal (M9, M18, M25 and M45). It also outlines the Panel sessions associated with these milestones and their expected focus within the RECEBA project.

Panels are established and operated during the following project timeline:

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
T1.1 - Project Kick-off and Establishment of Governance Structure																
T1.2 Implementation and project reporting																
T1.3 Quality Assurance and Evaluation																
T1.4 Ethics and Compliance framework																
T2.1 Deep-Dive Research on Circular Skills & Competences																
T2.2 Formation and operation of Regional VET Excellence Panels																
T2.3 Development of Business Challenge Portfolio																
T2.4 Policy alignment and ecosystem engagement strategy																

The proposal defines four strategic milestones associated with the operation of the Regional VET Excellence Panels (M9, M18, M25 and M45):



Meetings will be organised preferably in a face-to-face format, complemented by hybrid modalities to facilitate participation and inclusiveness.

Additional online sessions may be organised for specific topics, if needed.

Note: Although Month 9 would correspond to December 2026, partners agreed to advance session 1 to November 2026 (M8) in order to avoid implementation constraints and limited stakeholder availability during the December period.

8.1 Alignment of Sessions with Project Milestones

- **Session 1 – M8 (Nov 2026) – Initial Regional Panel & research validation**

Regional panels are established and conduct initial validation meetings to review and validate preliminary research findings from T2.1.

- **Session 2 – M18 (Sep 2027) – Second Regional Panel Review**

Regional panels review updated research findings and provide feedback on policy alignment strategies (D2.4), Methodological Framework for Co-design (D3.1) and Circular Skills Recognition Framework & Micro-credential System (D3.2)

- **Session 3 – M25 (Apr 2028) – Third Regional Panel Review – Extended Business Challenge Portfolio**

50 documented challenges, ready for integration into Circular Business Labs.

- **Session 4 – M45 (Dec 2029) – Final Panel Assessment**

Regional panels conduct final review of all research outputs and policy alignments and establish mechanisms for continued operation beyond project completion.

8.2 Step-by-Step Roadmap for Regional Panel Activation

The following roadmap is proposed as a practical implementation tool within the S3/S4 Panel Activation Toolkit. It provides a structured sequence of activities and indicative timing to support partners in the establishment and operation of the Regional VET Excellence Panels. While the proposed timing may be adapted according to regional implementation arrangements, the milestone-related Panel sessions should remain aligned with the project timeline.

Step 1 – Identify Relevant Stakeholders – M5-M6 (August-September 2026)

Identify the organisations and stakeholders to be represented in the Panel, taking into account:

- the quadruple helix representation,
- regional priorities and ecosystems,
- and the selected sectoral approach (multisector, sector-specific or hybrid).

Expected Output:

Preliminary list of Panel members and participating organisations.

Step 2 – Define Panel Configuration and Governance – M5-M6 (August-September 2026)

Define the main characteristics of the Panel, including:

- panel scope and functions,
- governance structure,
- roles and responsibilities,
- and links with existing regional or S4 governance structures where relevant.

Expected Output:

Agreed panel configuration and governance model.

Step 3 – Establish the Regional VET Excellence Panel – M7 (October 2026)

Confirm stakeholder participation and establish the Regional VET Excellence Panel.

Expected Output:

Operational Regional VET Excellence Panel established.

Step 4 – Conduct Regional Panel Sessions – M8, M18, M25, M45 (November 2026, September 2027, April 2028, December 2029)

Organise Panel sessions aligned with project milestones:

- M9 Initial Regional Panel & Research Validation
- M18 – Second Regional Panel Review
- M25 – Third Regional Panel Review
- M45 – Final Panel Assessment

These sessions support the review of project outputs and the collection of stakeholder feedback throughout the project.

Expected Output:

- **M8 – Initial Regional Panel & Research Validation:**

Regional Panels are established and conduct initial validation meetings to review and validate preliminary research findings from T2.1.

- **M18 – Second Regional Panel Review:**

Regional Panels review updated research findings and provide feedback on Policy Alignment Strategies (D2.4), the Methodological Framework for Co-design (D3.1), and the Circular Skills Recognition Framework & Micro-credential System (D3.2).

M25 – Third Regional Panel Review – Extended Business Challenge Portfolio:

Regional Panels review the Extended Business Challenge Portfolio, including 50 documented challenges ready for integration into the Circular Business Labs.

- **M45 – Final Panel Assessment:**

Regional Panels conduct a final review of research outputs and policy alignments and establish mechanisms for continued operation beyond project completion.

Step 5 – Monitor Participation and Engagement – November 2026–M45 (ongoing)

Monitor the stakeholder participation and engagement using the engagement indicators defined in Section 6.

Expected Output:

Updated engagement and participation records.

Step 6 – Plan for Sustainability – April 2028–M45 (ongoing)

Assess opportunities for the continuation of the Panel beyond the project duration, taking into account:

- regional context,
- governance arrangements,
- stakeholder commitment,
- and links with existing structures where relevant.

Expected Output:

Sustainability considerations and future pathway identified.

Step 7 – Final Panel Assessment (M45) – (December 2029)

Conduct a final review of the operation of the Panel and its contribution throughout the project.

Expected Output:

Final assessment and lessons learned

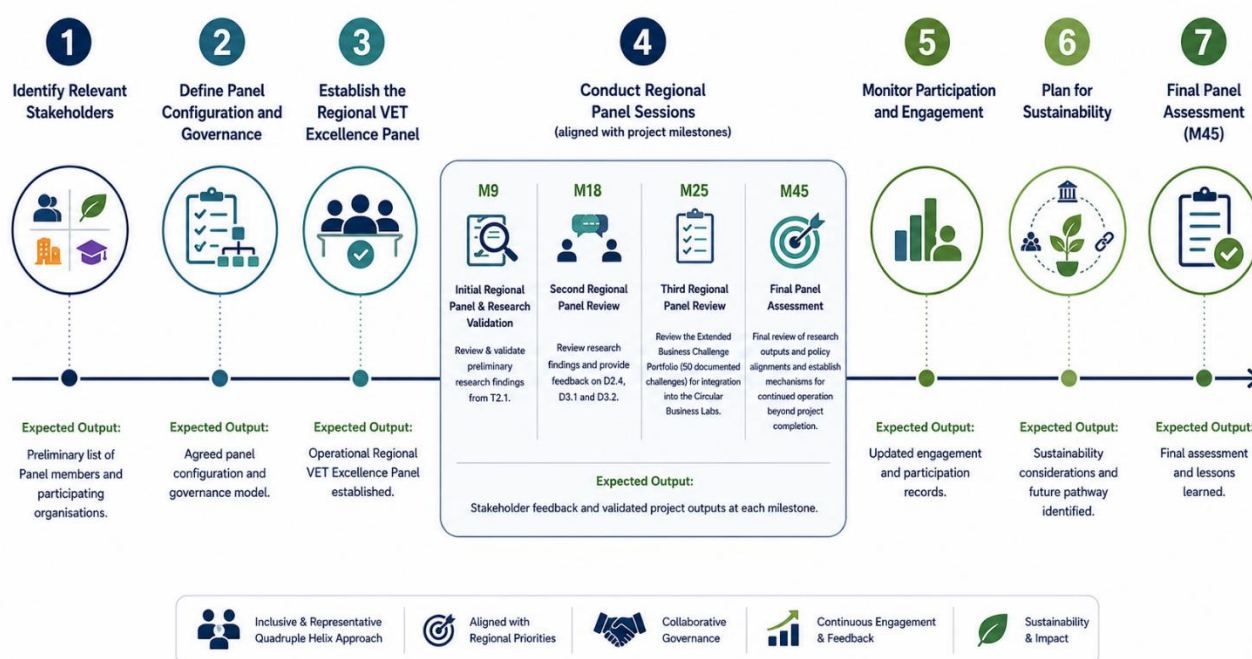


Figure 8.2 Step-by-Step Roadmap for Regional Panel Activation

F.1 Template: Regional VET Excellence Panel Design

F.2 Template: Regional VET Excellence Panel Activation Checklist

PART 9— ANNEX

Toolkit Templates Overview

The following templates are provided to support the establishment, operation, monitoring and sustainability of the Regional VET Excellence Panels.

A. Panel Configuration Tools

A.1 Template: Stakeholder Mapping Matrix p.11 – Excel (illustrative screenshots below)

CATEGORY	SUBCATEGORY	NAME	CE RELATION	CE requirements	Participation in regional CE activities	Influence on supply chain	Representativeness	Interest	Influence	Type of engagement
Government & Policy	GOVERNMENT DEPARTMENTS	EXAMPLE	4	5	3	5	4	4.5	4.3	Key Player
		EXAMPLE	2	5	3	5	5	3.5	4.6	Keep Satisfied
		EXAMPLE	2	3	2	4	4	2.5	3.6	Monitor
		EXAMPLE	1	1	1	1	1	1	1	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	LOCAL ENTITIES		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	PUBLIC COMPANIES		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	PUBLIC BODIES & PUBLIC AGENCIES		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor

CATEGORY	SUBCATEGORY	NAME	CE RELATION	CE requirements	Participation in regional CE activities	Influence on supply chain	Representativeness	Interest	Influence	Type of engagement
Industry & Business	CLUSTERS	EXAMPLE	4	5	3	5	4	4.5	4.3	Key Player
		EXAMPLE	2	5	3	5	5	3.5	4.6	Keep Satisfied
		EXAMPLE	2	3	2	4	4	2.5	3.6	Monitor
		EXAMPLE	1	1	1	1	1	1	1	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	CORPORATES		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	BUSINESS ASSOCIATIONS		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor

CATEGORY	SUBCATEGORY	NAME	CE RELATION	CE requirements	Participation in regional CE activities	Influence on supply chain	Representativeness	Interest	Influence	Type of engagement
Education & training (Universidades, centros FP, organizaciones formadoras)	UNIVERSITY CHAIRS	EXAMPLE	4	5	3	5	4	4.5	4.3	Key Player
		EXAMPLE	2	5	3	5	5	3.5	4.6	Keep Satisfied
		EXAMPLE	2	3	2	4	4	2.5	3.6	Monitor
		EXAMPLE	1	1	1	1	1	1	1	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	VET		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	TRAINING PROVIDERS		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
	WORKFORCE TRAINING & LIFELONG LEARNING PROVIDERS		0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor
			0	0	0	0	0	0	0	Monitor

CATEGORY	SUBCATEGORY (if applicable)	NAME	CE RELATION	CE requirement	Participation in regional CE activities	Influence on supply chain	Representativeness	Interest	Influence	Type of engagement
Research, innovation and civil society		EXAMPLE	4	5	3	5	4	45	42	Key Player
		EXAMPLE	2	5	3	5	5	35	48	Key Enabled
		EXAMPLE	2	3	2	4	4	25	38	Monitor
		EXAMPLE	1	1	1	1	1	1	1	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor
								0	0	Monitor

Expanded S4 Strategic Sectors										
	Smart, Electric & Connected Mobility	Healthy & Sustainable Food	Renewable Energy	Audiovisual	Sustainable Tourism	Personalized & Precision Medicine	Industrialised Construction	Electronics	Synthetic Biology	Aerospace
Government & Policy (Government, local authorities, Local Action Groups, trade unions)										
Industry & Business (Industry clusters, large corporations, business associations, professional bodies)										
Education & training (Universities, vocational training centres, training providers)										
Research, innovation and civil society (Research and Innovation Organizations, research centres and technology centres, civil society)										

B. Governance Tools

B.1 Template: Roles and Responsibilities Matrix p.15

Stakeholder	Responsibilities
Industry & Business	Examples: - Identify current and future skills needs. - Validate training content and learning outcomes. - Provide insights from labour market demand. - Support work-based learning opportunities.
Education & Training	Examples: - Align panel inputs with curricula development and training provision. - Ensure follow-up and implementation of recommendations.
Government & Policy	Examples: - Ensure alignment with regional and national policies. - Support strategic coordination with S3/S4 priorities. - Facilitate links with policy and funding instruments.

R&I / Civil Society	Examples: • Provide evidence-based insights on emerging technologies, innovation trends and future skills needs. • Translate research and innovation outcomes into implication for VET curricula and training profiles. • Act as a bridge between innovation ecosystems and VET systems.
External experts	Examples: • Provide specialized knowledge on transversal topics. • Support working groups or pilots. • Contribute on an ad-hoc basis.
Coordination & Secretariat (regional coordinators)	Examples: • Organize meetings and documentation. • Ensure follow-up on decisions and actions. • Maintain communication and engagement among members.

C. Meeting Documentation Tools

C.1 Template: Meeting Agenda and minutes p.18

RECEBA: Meeting Title

Date

Meeting minutes

Location:

Participants:

- AAAA
- AAAA
- AAAA
- AAAA
- AAAA
- AAAA
- AAAA
- AAAA
- AAAA
- AAAA

Purpose of the meeting (Agenda)

Summary of next steps & tasks
(full references below in topics discussion sections)

- **All partners – by**: BRIEFLY DESCRIBE ACTION REQUIRED
- **e.g.: SFC – by 20/04**: Share revised draft of the Project Management Handbook with all partners.
-

Discussions and decisions

Agenda	
Discussion	<i>summarise the main topics discussed, and the different viewpoints of the partners, if any</i>
Decisions & next steps	• Summarise the decisions taken here, highlighting responsibilities, deadlines and the scope of the action. Also highlight decisions regarding how to resolve differences of opinion among the partners • Next step's scope of the action... Responsible... Deadline... • Next step's scope of the action... Responsible... Deadline... • Next step's scope of the action... Responsible... Deadline... • Next step's scope of the action... Responsible... Deadline...

*** To replicate the table for each item on the agenda and any other matters that may have arisen but were not included on the agenda ***

C.2 Template: Attendance / Signature List p.18

Meeting Title: _____

Date: ____ / ____ / ____

Location / Format: _____

No.	Organisation	Participant Name	Position/Role	Signature
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				

Total Number of Participants: _____

Prepared by: _____

Date: ____ / ____ / ____

This template may be adapted according to the format of the meeting (face-to-face, hybrid or online). For online meetings, signatures may be replaced by confirmation of attendance records where applicable.

D. Stakeholder Engagement Tools

D.1 Template: Invitation to Participate in the Regional VET Excellence Panel p.19

Subject: Invitation to Join the RECEBA Regional VET Excellence Panel

Dear [Name],

We are pleased to invite [Organisation Name] to participate in the **Regional VET Excellence Panel** established within **RECEBA**, an **Erasmus+ Centre of Vocational Excellence (CoVE) project** focused on strengthening skills, innovation and collaboration for the circular economy.

The Regional VET Excellence Panels bring together representatives from industry and business, education and training, public authorities, and research, innovation and civil society to discuss skills needs, validate project findings, and support alignment between VET provision and regional priorities.

Your organisation has been identified as a key stakeholder within the regional ecosystem, and we believe your expertise and perspective would make a valuable contribution to the Panel.

Why participate?

By joining the Regional VET Excellence Panel, your organisation will have the opportunity to:

- Contribute to discussions on current and future skills needs related to the circular economy.
- Share insights on regional challenges, opportunities and priorities.
- Participate in the validation of research findings and project outputs.
- Exchange knowledge and experiences with other regional stakeholders.
- Strengthen collaboration between education, industry, innovation and policy actors.

Expected Participation

Panel members will be invited to participate in four main meetings throughout the project duration, tentatively planned for November 2026, September 2027, April 2028 and December 2029. Additional consultation activities may be organized where relevant..

Meetings will preferably take place face-to-face and may be complemented by hybrid or online participation options where appropriate.

To facilitate participation over time, organisations may nominate different representatives depending on the topics addressed and availability for specific meetings.

Next Steps

Should your organisation be interested in participating, please confirm your interest by [DATE] by replying to this email.

For any questions or additional information, please contact:

[Contact Person]

[Organisation]

[Email Address]

[Phone Number]

We would be delighted to count on your participation and look forward to collaborating with you through the Regional VET Excellence Panel.

Kind regards,

[Email signature]

D.2 Template: Engagement Indicators p.20

Indicator	Status
Participation rate	Monitor attendance and involvement in panel activities >85% participation rate established in the Application Form, under the Quality Assurance section.
Continuity of involvement over time	Monitor consistency of participation throughout the project

The proposed indicators may be adapted by partners according to the characteristics and operation of their Regional VET Excellence Panels.

D.3 Engagement Monitoring Checklist Template

Purpose: Support partners in monitoring stakeholder engagement and identifying potential risks related to participation and continuity of involvement.

The checklist may be completed after each Panel meeting or other relevant engagement activity in order to monitor participation, follow-up actions and stakeholder engagement throughout the project duration.

371

Monitoring Item	Yes	No	Comments / Actions
Stakeholders participated in the most recent Panel meeting	☐	☐	
All quadruple helix pillars are represented	☐	☐	
Participation reflects the agreed panel composition	☐	☐	
Stakeholders actively contributed to discussions	☐	☐	
Agreed actions have been followed up	☐	☐	
Meeting outcomes have been communicated to participants	☐	☐	
Any participation gaps have been identified	☐	☐	
External expertise has been involved where relevant	☐	☐	

Stakeholder engagement remains stable over time	☐	☐	
Additional engagement actions are required	☐	☐	

Follow-Up Actions

Issue Identified	Proposed Action	Responsible	Deadline

E. Sustainability Planning Tools

E.1 Template: Sustainability and Continuity Planning Worksheet p.23

Sustainability Area	Current Situation	Planned Actions	Responsible Stakeholder(s)	Timeframe
Stakeholder Commitment				
Governance and Coordination				
Integration with Regional Structures				
Alignment with Regional / National / EU Strategies				
Funding and Resources				
Long-term Operation of the Panel				

F. Panel Activation Tools

F.1 Template: Regional VET Excellence Panel Design p.28

The following template is intended to support partners in the design and configuration of their Regional VET Excellence Panels. It provides a structured overview of the main elements to be considered during the establishment phase, including sectoral approach, stakeholder representation, governance arrangements, links with existing structures and operational characteristics. Partners may adapt the template according to their regional context, priorities and implementation arrangements.

Element	Description
Region	
Lead Organisation	
Panel Name	
Selected Sectoral Approach	☐ Multisector ☐ Sector-Specific ☐ Hybrid
Regional S3/S4 Priorities Addressed	
Existing Structure or New Panel	☐ Existing Structure

	☐ Ad Hoc Panel ☐ Hybrid Approach
Governance Model Selected	☐ Integrated into Existing Structure ☐ Ad Hoc Panel ☐ Hybrid Model
Link with Existing Regional / S3 / S4 Governance Structures	
Type of Relationship with Existing Structures	☐ Integrated ☐ Coordinated ☐ Shared Membership ☐ Advisory Function
Composition	Brief description of the stakeholders represented under each pillar Industry & Business Education & Training Government and Policy Research, Innovation and Civil society
Expected Number of Members	
External Experts Foreseen	☐ Yes ☐ No
Thematic Working Groups Foreseen	☐ Yes ☐ No
Indicative Meeting Format	☐ Face-to-face ☐ Hybrid ☐ Online
Indicative Meeting Frequency	
Decision-Making Mechanism	☐ Consensus-based ☐ Simple Voting ☐ Other
Panel Objectives	
Main Functions	
Expected Contribution to Regional Activities	
Sustainability Considerations	
Additional Comments	

F.2 Template: Regional VET Excellence Panel Activation Checklist p.28

The following template is designed to support partners in tracking the main activities required for the establishment and activation of the Regional VET Excellence Panel.

Activity	Status (✓ / X)	Comments
Regional priorities and context reviewed		
Sectoral approach defined (multisector, sector-specific or hybrid)		
Stakeholder mapping completed		
Quadruple helix representation ensured		
Stakeholder selection criteria applied		
Panel composition defined		
Participation of key stakeholders confirmed		
Governance model defined		
Roles and responsibilities assigned		
Link with existing S3/S4 or regional governance structures assessed		
Panel Design Template completed		
Initial meeting date agreed		
Invitations sent to Panel members		
Agenda prepared for the first session		
Meeting logistics organised		
Initial Regional Panel session conducted (M9)		
Meeting records and documentation completed		
Follow-up actions communicated to members		
Engagement monitoring approach defined		
Sustainability considerations discussed		