

IMPROVET-AM

15 December 2025 | 12:30–14:00 (UTC+4)

Internationalisation: Partnerships, Project Design, Management and Mobility



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OBJECTIVE

To strengthen the managerial capacity of Armenian VET institutions by providing practical tools, shared approaches, and structured peer learning that support the effective organisation, implementation, and sustainability of the IMPROVET-AM activities.

IMPROVET-AM Key Facts

- Capacity building in the field of Vocational Education and Training (VET)
- Call: ERASMUS-EDU-2023-CB-VET
- Project duration: 1 December 2023 - 30 November 2026 = 36 months
- European Commission Grant: 400 000 Euro (80% cofounding)



« Capacity building projects are international cooperation projects based on multilateral partnerships between organisations active in the field of VET in EU Member States and third countries not associated to the Programme.

They aim to support the relevance, accessibility, and responsiveness of VET institutions and systems in third countries not associated to the Programme, as a driver of sustainable socio-economic development.

International partnerships should contribute to improving the quality of VET in the third countries not associated to the Programme, notably by reinforcing the capacities of VET staff and teachers as well as by strengthening the link between VET providers and the labour market ».

Source : Erasmus+ Guide



IMPROVET-AM Partnership



➤ FULL PARTNERS

- SEPR* – FR – Applicant / Coordinator
- APRO* Formazione – IT
- CEPFA - ARM
- GYUMRI STATE MEDICAL COLLEGE - ARM

➤ AFFILIATED ENTITY

- HOVAKIMYAN Lab – ARM – Dental prosthesis company

* already experimented in Capacity building projects

➤ ASSOCIATED PARTNERS

- Ministry of Education, Science, Culture and Sport of the Republic of Armenia - ARM
- Ministry of Labour and Social Affairs of the Republic of Armenia - ARM
- Council of Auvergne-Rhône-Alpes Region – FR
- Piemont Region – IT



Project Expected Activities

- ❖ Creation of **new and innovative training modules** in dental prosthesis and health care, for both **initial and continuous VET**
- ❖ Implementation of **new training materials** and **pedagogical approaches**, integrating **digital tools**
- ❖ Capacity building of the **teachers** and the **management staff**
- ❖ Strengthening the skillset of **guidance operators** by equipping them with innovative practices and tools to effectively address the diverse guidance needs of both students and adults.

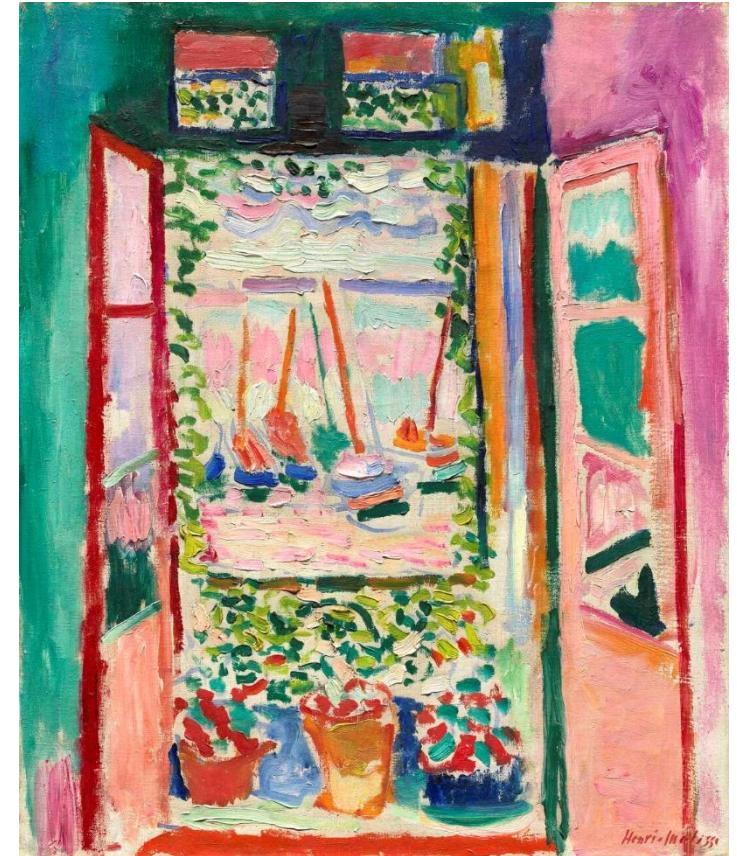
Internationalization



Why Internationalization?

- Intercultural exchange
- Learning opportunities
- Creating EU/Global citizens
- Funding opportunities/growth
- Innovations and contamination
- Answering to local needs

...



What's behind Internationalization?

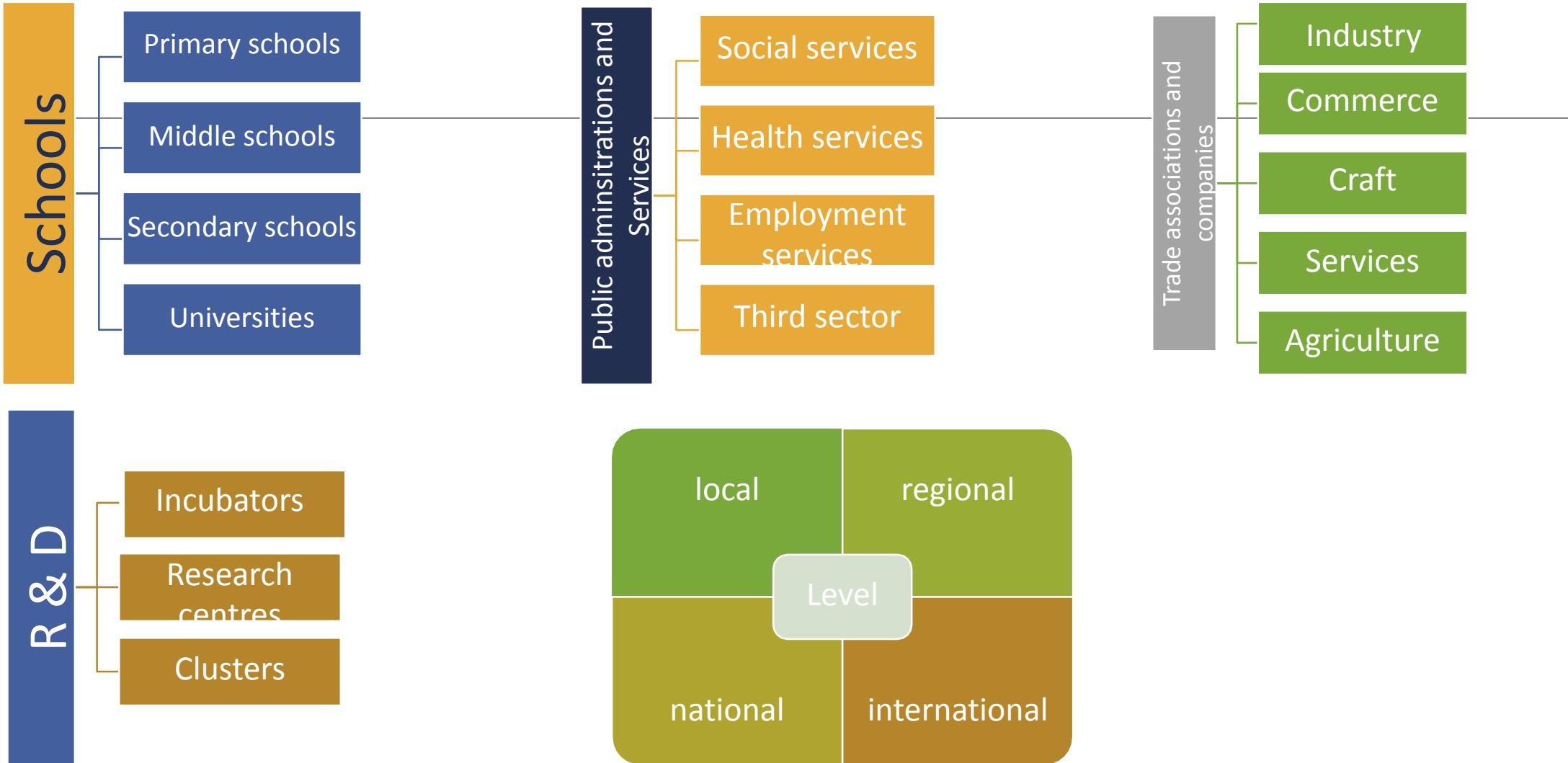
- 1. Networks and partnerships**
- 2. Projects / Activities / Innovations / Mobility**
- 3. Staff**
- 4. Strategy**

1. Networks and partnerships



- Networking is about finding someone who complements you, it is mutually enriching.
- Networking always passes through human relations
- The success of a project depends on the right circumstances, not just hard work
- Networking is an investment that “pays” in long term

1. Networks and partnerships



Establishing relations



to engage

Co-responsability

Recursiveness and constancy

Problem solving

Bringing benefits and added value

to share common activities

Funds and projects

Analysis and researches

Tips & Tricks

to analyze concrete needs and interests of specific target groups



Experimenting concrete practices



Burocracy = commissions, protocols, steering committees

Create agreements and protocols



Sustainability experiments and networks

International networks



ETF
Network for
Excellence



PACT FOR
SKILLS
Leader

An initiative of the European Commission



European Forum of
Technical and Vocational
Education and Training



EVBB
EUROPEAN ASSOCIATION
OF INSTITUTES FOR
VOCATIONAL TRAINING



INNOTECS



*Member of more than 10
International NETWORKS*

Networks

EfVET – Umbrella international organization - <https://efvet.org/>

EVTA - Umbrella international organization - <https://www.evta.eu/>

EVBB - Umbrella international organization - <https://evbb.eu/>

AEHT - <https://aeht.eu/> Hotel and Tourism schools

Other communities of practice

ETF – Open space

<https://openspace.etf.europa.eu/>

EPALE -

<https://epale.ec.europa.eu/en/partner-search?search=tourism+education>

European School Education Platform –
eTwinning

<https://school-education.ec.europa.eu/en/etwinning>

2. Projects / Activities / Innovations

1. Activities
2. Mobility
3. Funded projects

Activities (without specific grants)

- **Virtual classes, online activities, virtual contests**
- **Hosting**
- **Internationalization at home**

Mobility

The simplest funded activity, yet one of the most impactful

Non - funded mobilities

Funded mobilities (KA1, KA2)

Mobility

Apro Formazione history on mobilities

2000-2010: 10 mobilities per year joining project of other schools

2010-2012: 2 projects applied and granted for VET students (3/4 weeks) and unemployed (3/6 months)

2013-2015: 1 project per year starting to send also **staff** abroad

2015: award of the **Erasmus+ VET mobility Charter**

2016-2024: 100+ mobilities per year of students, graduated and staff – sustainability and development

2022-2027: opening to mobilities outside Europe + starting to experiment new types of mobilities

Tip: to establish bilateral cooperation with partners – sending and hosting students with the same partners to strengthen cooperation and networking



EU BENCHMARKS

23% of VET students of our schools do mobilities every year

7% of VET students of the territory do mobilities with us every year

Mobility

Types of mobilities in the new Erasmus+ programme 2021-2027

1. Students mobilities

- **Participation in skills competitions (1 to 10 days)**
- Short-term learning mobility of VET learners (10 to 89 days)
- Long-term learning mobility of VET learners (ErasmusPro) (90 to 365 days)

2. Staff mobilities

- Job shadowing (2 to 60 days)
- Teaching or training assignments (2 to 365 days)
- **Courses and training (2 to 30 days)**
- **Invited experts (2 to 60 days)**
- Hosting teachers and educators in training (10 to 365 days)
- **Preparatory visits**

Apro plan of development 2021-2023

1. Up to 130 mobilities of students per year

- 20% long term mobilities
- 20% for disadvantaged learners
- 5% green travel
- 5% blended/virtual mobilities
- 5 mobilities for international competitions
- 5 mobilities outside Europe

2. Up to 35 mobilities of staff per year

- Accompany persons
- Job shadowing
- Courses and training
- Preparatory visits

Mobility

How to select students for mobilities?



- Only (16+) can go to mobility;
- Students who want to go to mobility have to apply to a call for application (available on Apro's website for about 3-4 weeks) and to do a selection process;
<https://international.aproformazione.it/en/calls/eu-direction-next-eu-eu>

Call for application

- Application form (filled)
- Cv in English (Europass website)
- Copy of a passport valid for travelling abroad and of health insurance Card;

Mobility

SELECTION PROCESS



Once the call has been closed, it's time to select the students who are going abroad!

Students will be chosen based on these criteria:

- Motivation
- Self Determination
- Professional skills
- Language skills
- Marks

They also have to do a motivational interview lasting approximately 15 minutes;

Mobility

PREPARATION



Once students have been selected it's time to prepare them!

They need to do online a course related to important topics for the European Union:

- interculturalism;
- Entrepreneurship;
- Sustainability;
- Language;
- And working on the platform <https://academy.europa.eu/> for 20 hours (English or other language)

They also need to have a valid safety course and a medical certificate for their internship.

Mobility

DOCUMENTS



The international office needs to prepare the following documents and meetings:

- **Erasmus + Contract:** Students and the sending organisation fill out the Erasmus + Contract, which is a contract with personal information between the student and the school/sending partner;
- **Learning agreement:** (3 copies): Students, sending and hosting organisation fill out the learning agreement, which states the learning goals and programme of the mobility, and it is signed by the student, and both: sending and hosting school;
- **Vet quality commitment:** (3 copies): Students, sending and hosting organisation fill out the VET quality Commitment, that is a commitment to respect a quality standard;
- 1° meeting: with selected students and their parents in order to sign the Erasmus+ contract;
- 2° meeting: with selected students, teachers and parents in order to giving them info about their companies, accomodations, flight/train or bus tickets etc

Mobility

AFTER MOBILITY



- At the end or after the mobility period, the students have to fill in the final evaluation questionnaire;
- Students need to share their experience with their peers, teachers, families and members of local team;
- Certification acquired by the students:
 - Europass «Curriculum vitae»
 - Letters of reference and or certificates issued by foreign companies
 - Evaluations (ecvet) such as European Credit System for Vocational Education and Training;

Funded projects

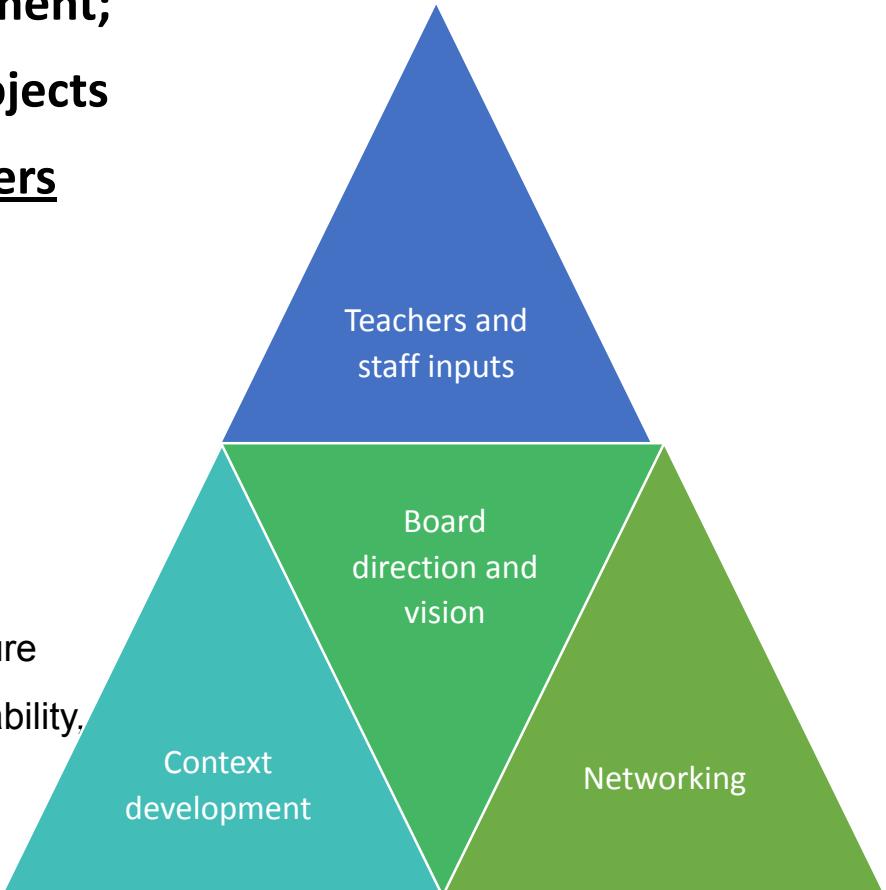
EU programmes

- Erasmus+ - Third part Country – (CB VET, ...)
- NDICI – Global Europe (Education & Skills) EU external funding instrument; finances VET reform, skills development, employability, and inclusion projects
- CERV, INTERREG, LIFE, Creative Europe, SMP, I3... FUNDING and Tenders

Other programmes

- **Private Foundations**
- EU4Business - Supports SME skills development and work-based learning;
- EBRD + EU Grant Components - Financing and advisory programmes for SMEs (VET)
- EIB Global (Education & Skills investments) - Loans for education and training infrastructure
- EU–Armenia Partnership & Eastern Partnership - EU support to education, skills, employability,
- **Scouting of new programmes and funding opportunities**

BOOSTERS
of
innovation



Funded projects

Apro Formazione history on Innovation

2009-2011: coordination of small exchange of practices partnership on guidance

2011: start project excellence European award

2013-2015: 3 partnership projects (development and transfer of innovation) – as partner

2016-2021: 3 new projects starting per year, of which:

- 1 coordinated by APRO - 2 as partner

2017-2020: coordination of interreg cross-border project IMPACT

2020-2025: COvE, Alliances, FLP, Capacity Building, JM, CERV,

2025 applications:

- 1 Single market programme
- 1 INTERREG Alcotra
- 1 Erasmus+ Jean Monnet Network
- 6 Erasmus+ VET cooperation partnerships (2 as coordinator)
- 2 Erasmus+ Capacity Building projects
- 6 Erasmus+ Alliances for Innovation (Sustainable manufacturing)
- 2 Erasmus+ Forward looking project (1 as coordinator)
- 2 CoVEs (Rural tourism and robotics)

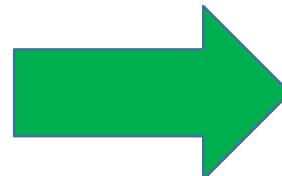
In average 12-13 innovation projects running per year

Innovation

IMPACT – Interregg Italy-France programme

660 hours of cross-border training:

- 200 hours of professional cooking training on streaming
- 60 hours of storytelling of the territory
- 160 hours of internship abroad
- 40 hours of webinars on the themes of entrepreneurship and social media
- 60 hours of online language training
- 120 hours of participation in events and competitions
- 20 hours of intercultural exchange



Module it! – Erasmus + programme

IO 1 Online courses catalogue

IO 2 40 hours module

- 10 h distance preparatory activities (on eTwinning)
- 20 h digital training programme
- 7 h project work
- 3 h final assessment (microcredentials/open badge)

It will be transferrable in any field/sector and adaptable to different educational levels

IO 3 Guide for Teachers

IO 4 Guide for Organizations

Citizens, Equality, Rights and Values Programme (CERV)

1. CERV -

<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/CERV-2025-CITIZENS-CIV?order=DESC&pageNumber=1&pageSize=50&sortBy=startDate&keywords=CERV-2025-CITIZENS-CIV&isExactMatch=true&status=31094502,31094501>

Interreg

Interreg is one of the key instruments of the European Union (EU) supporting cooperation across borders through project funding. Its aim is to jointly tackle common challenges and find shared solutions in fields such as health, environment, research, education, transport, sustainable energy and more.

Programmes <https://interreg.eu/>

Projects and partners:

<https://keep.eu/>

Staff

Internationalization is an investment

Apro Formazione has a team of 11 people working on International projects

- 1 Responsible
- 5 Senior project managers with different responsibilities (R&D, Tech, CB, Mobility...)
- 4 Junior project managers
- 1 Administrative

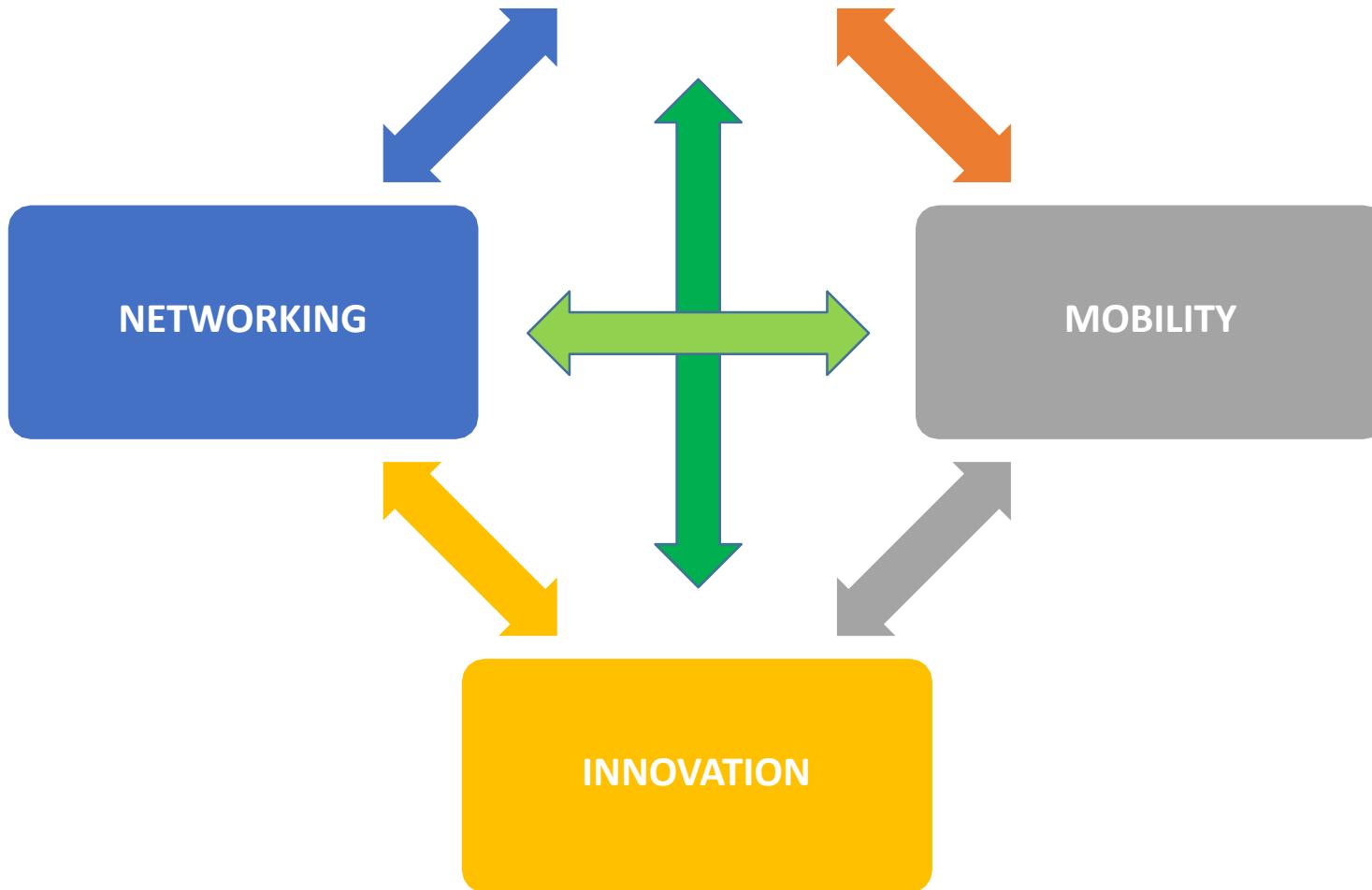
Languages, dealing with other cultures, available to travel, open-minded

Periodic training on:

Project design, project management, soft skills, need analysis, evaluation and impact

Strategy

INTERNATIONALIZATION
STRATEGY

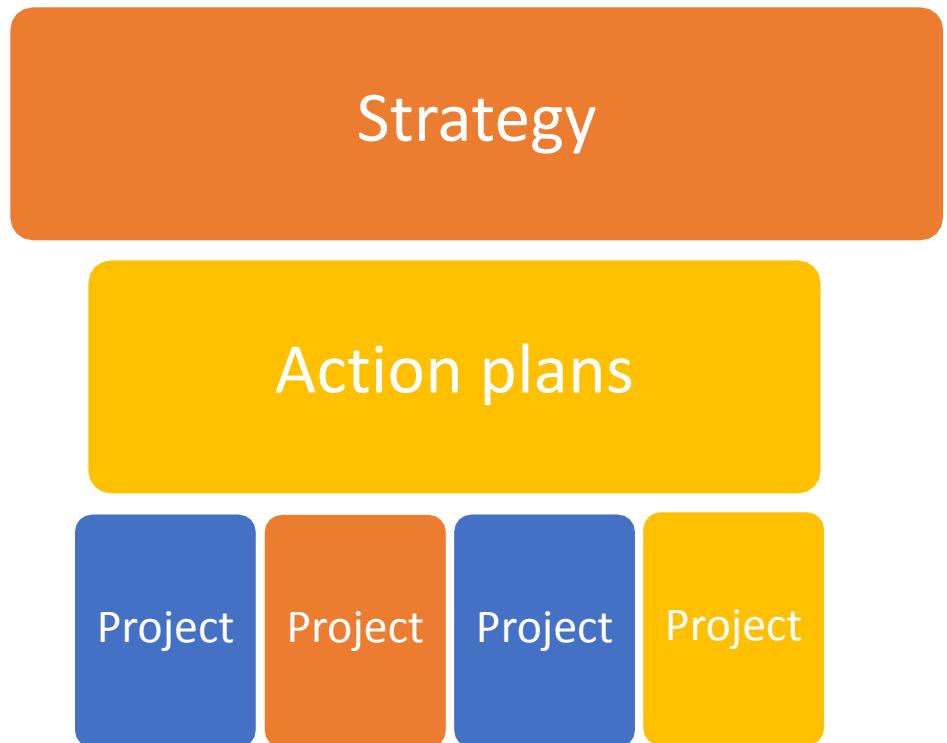


Internationalisation Strategy

- Before defining an internationalization strategy



- After having an internationalization strategy



Internationalisation Strategy

- **Key guidelines from the Erasmus+ guide**

The basic elements of an international strategy:

- The operating environment
- Vision
- Mission, core skills and values
- Goals
- Action plan

Embedding and continuous improvement:

- Organisation
- Human resources in international activities
- Partnerships, consortia and networks
- Internationalisation and implementation of curricula and qualification requirements

Evaluation & continuous improvement of activities

TIPS & TRICKS



Internationalization Strategy and Analysis

Analyze current internationalization capacity (e.g. SWOT analysis)

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none">• Students improve their value in the job market.	<ul style="list-style-type: none">• Students from economically disadvantaged environments are excluded.	<ul style="list-style-type: none">• Personal and professional development of students.	<ul style="list-style-type: none">• Brain drain

Internationalization – SWOT analysis

Contact details:

<http://international.aproformazione.it/en>

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E-Learning Course on Internationalisation



MOSAIC
Mastering Job-Oriented Skills in Areas
of Vocational Inclusive Centres
of vocational excellence

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DASHBOARD SITE ADMINISTRATION **CATALOG**

SEARCH   

Co-funded by
the European Union

Միջազգայինացում

Էթնուրունային ուսուցման առ դրամիքաց նախառակած է համամակասկան կրթության և սառցին (ՄԿԱՌ) որոշում միջազգայինացման համապատակ գիտելիքներ և գրքնական գործիքներ արանապելու համար: Այն նախառակած է ՄԿԱՌ դրամիքների աշխատավորմանը, շարժունակության համապատակների, ուսուցիչների և կրթական մենեջերների համար, ովքեր ցանկանում են միջազգայինացման ուսունակարգությաններ իրականացնելու հիմք: Խասոսակարգմանը:

Դասընթացը ներառում է այսիպի կիմնական թեմաներ, ինչպիսիք են միջազգայինացման ասավելությունները, Եթուստ + հնարավորությունները, շարժունակություն կառավարման և հասր ուսուցանք: Այն մասնավորենին ասացարելում է կառուցնախարի մասերում իրենց ՄԿԱՌ դրամիքներում միջազգայինացման ուսունակարգությաններ մշակելու, իրականացնելու և բարեւսկայական համար:

[Enroll](#)

Հայագիտություն

Թվայինացում

Առցուցակ

Learn more

Learn more



Good Practices Catalogue for Teachers

Project 101128630 — IMPROVET-AM
Good Practices, Guidelines and Tools to Upgrade the Learning Environment for Teachers
SEPR



**Good Practices, Guidelines and
Tools to Upgrade the Learning
Environment for Teachers
SEPR France**

Project 101128630



Project 101128630 — IMPROVET-AM
Good Practices, Guidelines and Tools to Upgrade the Learning Environment for Teachers
APRO Formazione



**Good Practices, Guidelines and
Tools to Upgrade the Learning
Environment for Teachers
APRO Formazione, Italy**

Project 101128630



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Thank you for your attention !!

Merci de votre attention

Grazie per l'attenzione

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