

# PROMOTE – Valorisation Strategy

## Deliverable IO 7

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## 0. Summary

Within the lifetime of the PROMOTE project, the project consortium designed and developed modular learning programs to address the identified gap between the existing P&O programs within EU, and already successfully implemented central pilot modules in three main educational programme areas. The feedback and comments received through surveys from the pilot courses and PROMOTE Final Conference, as well as externals presentation of PROMOTE in exhibitions such as International Society for Prosthetics and Orthotics was positive thus far.

In order to sustain the impact already generated and to further facilitate the development of consistent learning and career development pathways across Europe, the PROMOTE consortium prepares the registration of a professional network association, the PROMOTE Network, open not only for PROMOTE partners, but also for private and public sector stakeholders all over the EU with an interest to develop the Prosthetic and Orthotic (P&O) sector.

With 55 stakeholders identified by the PROMOTE partners as potential collaborators to further the impact and outreach of PROMOTE, the valorisation strategy of the consortium is threefold.

First, the **exploitation** of existing outputs of the PROMOTE project. Here the consortium is aiming at transferring, disseminating and exploiting outputs of the previous and running projects of the partners in order to optimise their value and enhance their impact. In PROMOTE, valorisation is connected to the promotion of P&O education in different educational contexts (from VET to HE) in Europe and on international level.

Secondly, the establishment and promotion of the **PROMOTE Network**. The PROMOTE Network's mission is to pursue the support of educational and development approaches to promote the Prosthetics and Orthotics (P&O) sector on European and international level through an innovative and interdisciplinary approach. It will support research & development, knowledge transfer, regional capacity building and European and international networking in the P&O and relevant education sectors (including but not limit to higher education and Vocational education and training).

Lastly, a sound **quality management plan** (QMP) for quality assurance and to maximise the success of the PROMOTE Network. The PROMOTE Network's QMP will follow the widely recognised PDCA (Plan-Do-Check-Act) circular process. PDCA is a four-step model for problem solving and continuous improvement that is a simple and well-structured. Using the PDCA model, the QMP will cover four dimensions of the PROMOTE Network:

1. Network Project Dimension
2. Organisation Dimension
3. Outcomes Dimension
4. Valorisation

## 1. The PROMOTE Network and its Valorisation Approach

### 1.1. Valorisation

Within the PROMOTE project, the partners designed and developed modular learning programs to address the identified gap between the existing P&O programs within EU, and already successfully implemented central pilot modules in three main educational programme areas.

In order to facilitate the effort to generate consistent pathways across Europe, the PROMOTE consortium plans to register a professional network association open not only for PROMOTE partners, but also for private and public sector stakeholder all over the EU with an interest to develop the Prosthetic and Orthotic (P&O) sector.

This association would aim to facilitate the configuration of a competence framework for P&O related professions, hence assist in developing opportunities of continuous training and education for the different prosthetic and orthotic disciplines and also act as a formal body for networking and exchange within the P&O community EU wide.

This could lead to a positive development of the physical rehabilitation sector, ultimately leading to generation of urgently needed professionals for the European market and would help to harmonize P&O training and education standards within the EU.

PROMOTE seeks to valorise the approaches, products and services developed in the PROMOTE and its predecessor and follow-up projects and initiatives.

The **Valorisation** within PROMOTE is thus aiming at transferring, disseminating and exploiting outputs of the previous and running projects of the partners in order to optimise their value and enhance their impact. In PROMOTE, valorisation is connected to the promotion of P&O education in different educational contexts (from VET to HE) in Europe and on international level.

It is based

- on the educational (master and module) concepts, materials and pilots from the PROMOTE project,
- on discussions and perspective talks with experienced and new network candidates and partners relating to their backgrounds, contexts, needs and perspectives (see list of industry and NGO partners in the annex),
- on development works on vision, mission and potential service areas and
- on preparation works on suitable legal entity types suitable to cover the aforementioned aspects,
- quality management including a strategy for open educational resources (OER).

## 1.2. Networking

Networking means the connection of stakeholders in formal and/or informal relations to achieve benefits for the partners.

The PROMOTE Network concept is based on the approaches laid out in Social Network Analysis (SNA). According to SNA, the drivers of networks are not so much related to concrete outcomes (such as planned and reached *deliverables* within the framework of projects) but are oriented towards the targets:

1. stability
2. efficiency and
3. diversity.

The level of formality and the connections (ties) between the partners are directly related to the purpose of the network: it can be more formal in case of more *efficiency* related networks or more informal and diverse (and *stable*) in case of agglomerations of partners in rather loose (and distant) connection.

The efforts and considerations regarding the development of the PROMOTE network were therefore determined by the questions:

1. what is the purpose of the network,
2. how can we get utmost efficiency (in what we want to achieve) while
3. creating a stable organisation
4. offering diverse opportunities for diverse stakeholders

This means that the success (including the “business success”) can also be only the sustainability of the network and not necessarily a monetary profit, however, it should be “stable”.

*The PROMOTE network will be*

- a *multi stakeholder* community which is
- based on a *multidisciplinary* system combining
- partners *collaborating in implementation* projects that
- *PROMOTE* practice, science, technology
- in a *social networking* approach (SNA).

In order to understand the complexity of this system, the different layers can be clustered on a central, supportive and valorisation level.

The *central educational and development services* within the PROMOTE network relate to the joint P&O approach to bridge VET and HE education for the sake of craftsmen and -women and patients who require support in regard to Prosthetics and Orthotics.

The services outlined above will support the network members with

- Counselling
- Quality management
- Networking

and within these three service areas also with:

- Project development
- Exploitation and marketing (consulting, training and transfer)
- Dissemination. PR and
- event management

The valorisation outputs serve to the exploitation of the approach. They are not only related to methodology (dissemination via offline/online media on different (large scale to regional and local levels)) but products and services themselves (counselling, training and follow-up projects in parallel/new domains and contexts).

### 1.3. Value Proposition of the PROMOTE Network

As mentioned above, **Value Proposition** should not necessarily be associated with “commercialisation”. The value of a product/service (here educational services) is not only expressed in terms of money, generated by selling or service rendering. Commercialisation is sometimes even not desired – a product can be given for free or at a very low price and nevertheless achieve a very high valorisation impact because of the high transfer potential. In our case the educational services can be offered for free to the customers, e.g. in case that the efforts are paid and sustained by funds from public, private or charitable organizations.

However, the value of a product should be determined first – valorisation should follow, based on the context and environment, where the services are rendered. It goes without saying that an educational offer in Belgium is in a different valorisation context than in Afghanistan, in Ukraine or in other area of humanitarian crises. Hence the (educational) services have to be transferred in a value related system, since it is determined by the context (what is useful for whom?) and by the impact (benefit) for the users (customers/beneficiaries).

As stated above the PROMOTE Network is supposed to offer support services for its members and partners.

1. There is a clear demand on project development and joint marketing activities that head towards economic sustainability, given the fact that there is a large number of highly profitable industry partners in the P&O sector, especially in western societies.
2. On the other hand, there is the need for social and humanitarian development and access to expert knowledge and professional practice and development, especially in regions of humanitarian crises

3. Eventually, as we discussed with the expert partners and candidates, there is the need of an umbrella organisation which is also a carrier for the non-for-profit aspects which cares for
  - Corporate identity
  - Quality
  - Values and ethical principals

To cover all three aspects the project suggests creating a network structure that offers opportunities to join either in one of the sectors (profit/non-profit) or in both.

### Envisaged Expenditures and Revenues

The network organisation has to match their expenditures with income either stemming from its members/partners or from fees for the services.

### Monetisation

Monetisation for a Pipe business model (linear value chain) is a rather simple model. All the costs of running a unit through a pipe are calculated all the way to the end consumer (Price = Cost + Desired Margin). Hence the customer is typically the one consuming the value created by the business.

On a Platform business, monetisation is more complex. At the business layer, users (producers) can create value on the platform for other users (consumers) to consume. However, not necessarily the consumers have to pay but maybe also the producers will have a benefit and consequently have to pay. Hence the clients/customers (in the sense of those who pay for something) can be either consumers, producers, third parties (e.g. public funding organisations) several or all of them.

At least one side is usually subsidised to participate on the platform (e.g. to offer their expertise for free or even to create an income by offering their services. Producers may even be incentivised to participate.

In PROMOTE network this may (among others) happen via the offer to participate in calls or tenders, e.g. in educational programmes created and delivered for certain target groups, be it with the intention to create study opportunities in the P&O field in highly developed and “rich” countries or as support for humanitarian development actions.

PROMOTE and its sub-projects have been following both technical and capacity building (counselling and community learning) approaches because they have to tackle all relevant aspects in an interdisciplinary and activating way to be convincing.

The capacity building process has been designed in a 3 steps procedure which mainly serves to establish a *standardised implementation procedure* for educational services in relation to the P&O approach.

## 1.4. Services provided by the PROMOTE Network

### **Economic level** (corresponding to for-profit objectives)

- Supporting its members in economic activities in their regions
- Supporting regional members with expertise (see draft business opportunities) and partners
- Marketing of the products and the services of members on interregional, transnational levels
- Research and support for funding
- Specific funding (EIT, H2020)
- Delivering all components and expertise for the PROMOTE implementation incl. branding

### **Social level** (corresponding to non-for profit objectives)

- Keeping ethical principles, environmental, biodiversity, climate related and social values)
- Promoting social and environmentally sound projects
- Researching and supporting related to community-oriented and humanitarian funding opportunities
- Community and capacity building activities
- Branding and quality management

### **European level**

- Project development (Acquisition of funding) and management
- Networking and support/marketing for services of members
- Regional and interregional Development (e.g. Ukraine)
- Human Ressource Management (HRM)
  - Professional development and validation
  - Secondment and networking of personal
- Joint Research and Development (R&D)

## 2. The Impact of Promote – Internal Analysis

### 2.1. Introduction

To maximise the impact of the project, the partnership has compiled a list of stakeholders at the EU and international level with whom the partners have already collaborated or have identified synergies. Through stakeholder engagement, we aim to give continuity to the project goals after the end of the funding.

A total of 55 stakeholders are on the list. The stakeholders belong to various sectors, such as P&O, Education, Charitable organisations, etc., and come from different types of organisations, such as Companies, Higher Education Institutions (HEI), Non-profits, etc.



## 2.2. What synergies can there be?

Partners were asked what possible connections or synergies they could have with the stakeholders, and the answers demonstrated a high level of synergy. Companies that manufacture P&O products and medical supply stores need skilled and trained professionals. PROMOTE hybrid courses can be an added value to those companies, as PROMOTE offers practical F2F courses and theoretical online courses that can build capacity in professionals working from different parts of the world.

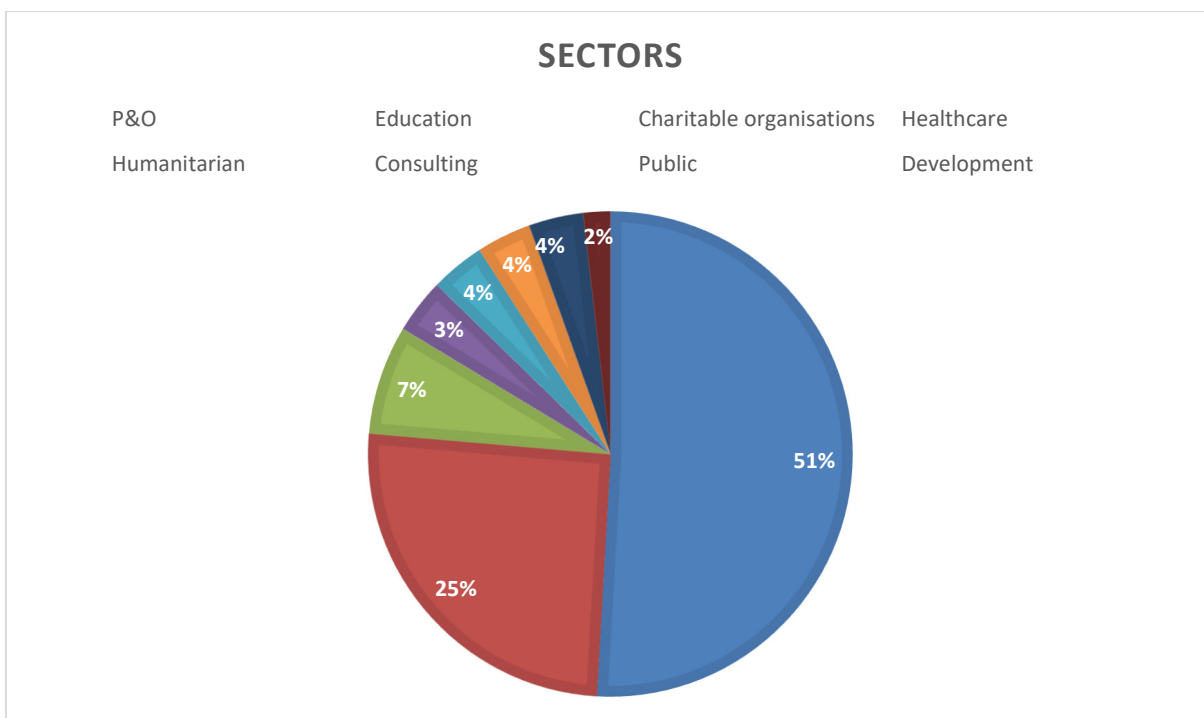
Stakeholders related to the education field present several points of synergy. It has been observed a demand to professionalise and establish P&O departments within universities. Also, universities and training centres can develop meaningful partnerships in APO and PPO programs. Some organisations specialise in training in P&O, robotics and IoT, both for students and education staff, which can enhance the development of interdisciplinary courses. Moreover, research hospitals can provide patient recruitment, furthering scientific development.

Regarding Foundations, NGOs and Non-Profit organisations, establishing partnerships can be of extreme value. Such partnerships mean strengthening their capacity to impact the lives of persons with impairments and channelling the sponsorship of students and projects related to P&O.

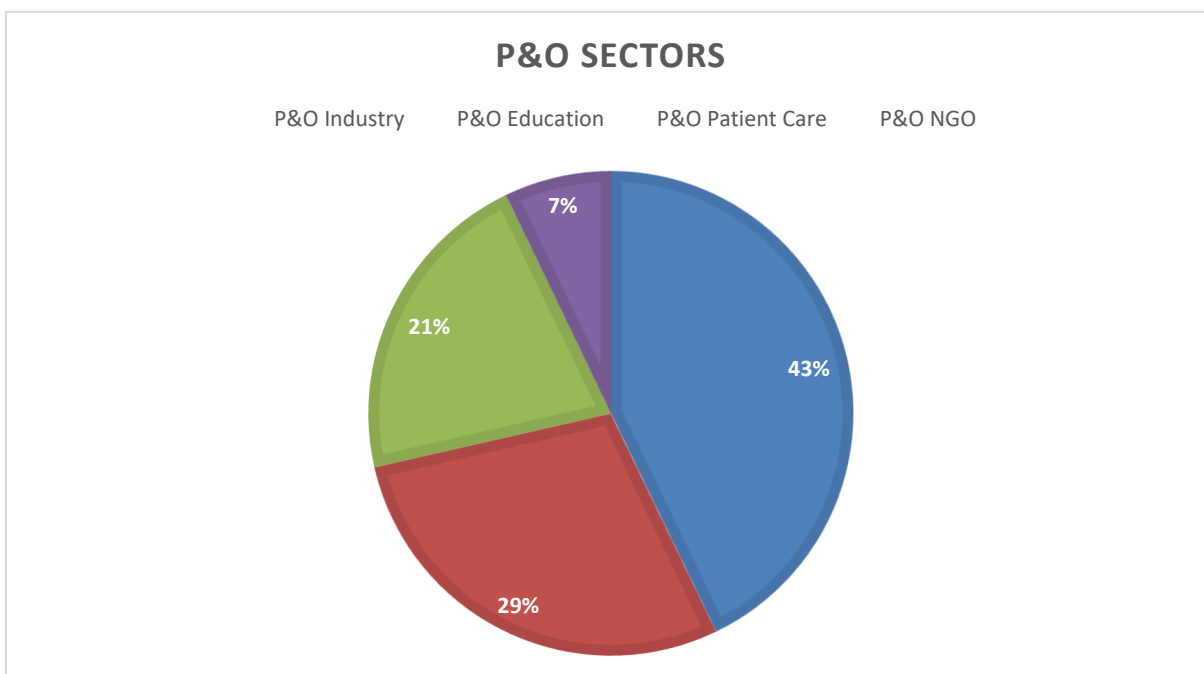
Finally, stakeholders who work on sustainable approaches in P&O and specialise in Innopreneurship and Design Thinking have also been identified. These approaches are correlated with PROMOTE, as demonstrated by the pilots developed and the overall activities of the project.

In the following infographics, we will analyse the data extracted from the Stakeholders list.

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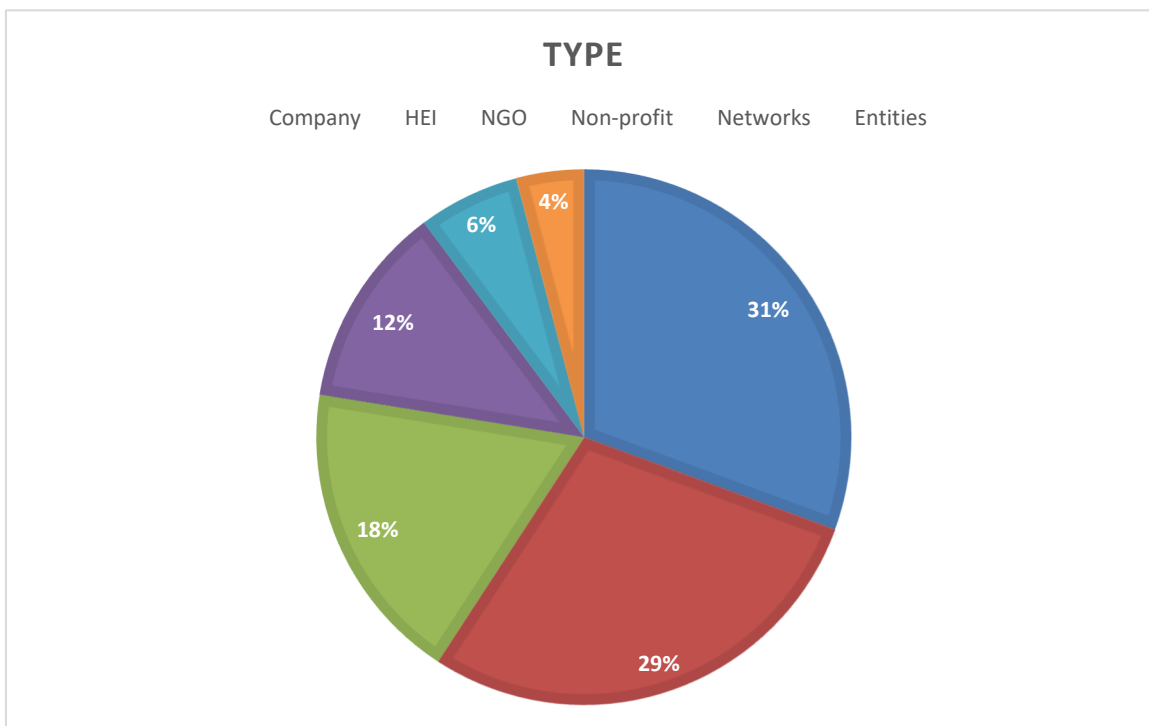
The stakeholders that were identified act in different sectors. 51% of the stakeholders are P&O-related, meaning that their central activity involves prosthetics and/or orthotics. The other 49% are not directly related to P&O but have specialised departments or have synergy with the partnership, such as universities, foundations, non-profit organisations and associations, entities, etc.



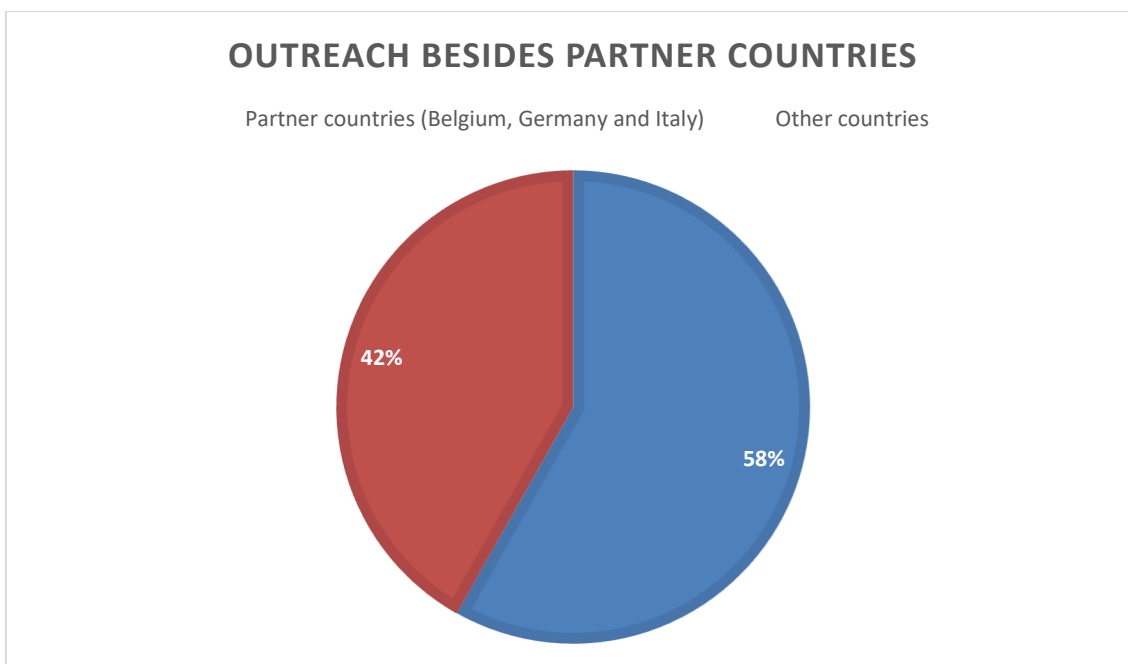
Stakeholders who have P&O as a central activity were then subdivided into four categories: Industry, Education, Patient Care and NGOs, the P&O Industry being the

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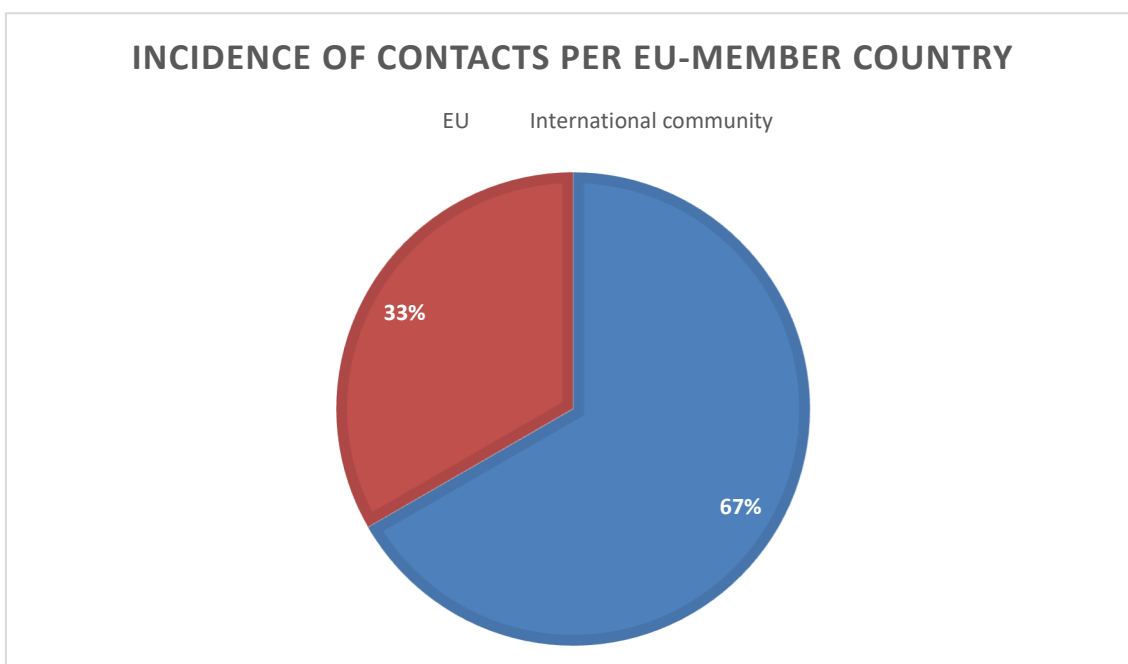
sector with the largest number of stakeholders. Some actors identified were international manufacturing companies in the field of prosthetics and orthotics, specialised training centres, patient care institutes and NGOs dedicated to offering rehabilitation.



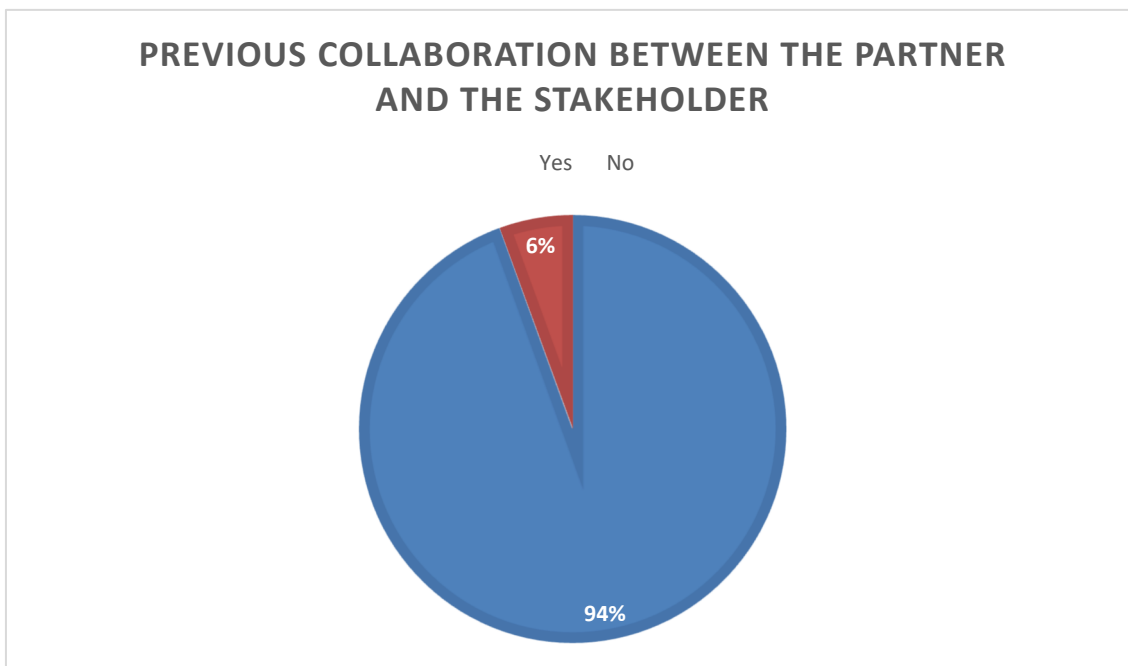
The stakeholders were also classified in accordance with the type of organisation. 32% were classified as private companies, and 29% as Higher Education Institutions (HEI), which agrees with the incidence demonstrated in the infographics above. It is worth mentioning that despite HEI, NGOs and Companies identified also provide specified training in P&O. Also, both NGOs acting with charity and Non-profit associations, organisations and foundations were identified.



The partnership managed to outreach various stakeholders besides partner countries, which are Belgium, Germany and Italy. This infographic shows that 57% of the stakeholders are established in one of the partner countries, while 43% are established in other countries, both EU and non-EU member countries.



This infographic shows the number of Stakeholders established in EU-member countries and those from the international community. The extra-EU countries represent approximately a third of the contacts, which demonstrates a significant number of contacts from the international community. The list of stakeholders is comprehensive, counting stakeholders from Europe, Africa, Asia, Oceania, America and South America.



The Partners were asked if they had any previous or active collaboration with the stakeholders listed, and in 94% of the cases, the response was yes. Having already collaborated means the impact of the actions is more feasible, as there is a proven synergy between the interested parties.

### 2.3. STAKEHOLDERS LIST

Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
PFH	Ottobock SE & Co. KGaA	Dr. Malte Bellmann	<a href="http://www.ottobock.de">www.ottobock.de</a>	P&O Industry	Company	Germany	Potential benefit from PROMOTE courses by providing training to local and global staff, and guaranteeing adequate use of their products in all markets.	Yes	Leading company in P&O premanufactured parts. Deliver at a Global Scale, and need skilled and trained workers globally to use the products correctly. Beneficial because of the lack of an educational system in P&O in some parts of the world and even Europe (e.g. Denmark).

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
PFH	Bauerfeind AG	Dr. Roy Kühne	<a href="http://www.bauerfeind.de">www.bauerfeind.de</a>	P&O Industry	Company	Germany	Potential benefit from PROMOTE courses by providing training to local and global staff, and guarantee adequate use of their products in all markets.	Yes	Leading company in P&O premanufactured parts. Deliver at a Global Scale, and need skilled and trained workers globally to use the products correctly. Beneficial because of the lack of an educational system in P&O in some parts of the world and even Europe (e.g. Denmark).
PFH	Össur Europe B.V.	Dr. Axel Schulz	<a href="http://www.ossur.com">www.ossur.com</a>	P&O Industry	Company	Netherlands	Potential benefit from PROMOTE courses by providing training to local	Yes	Leading company in P&O premanufactured

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							and global staff, and guarantee adequate use of their products in all markets.		parts. Deliver at a Global Scale, and need skilled and trained workers globally to use the products correctly. Beneficial because of the lack of an educational system in P&O in some parts of the world and even Europe (e.g. Denmark).
PFH	F.G. Streifeneder KG	Friedrich Streifeneder	<a href="https://www.streifeneder.de/">https://www.streifeneder.de/</a>	P&O Industry	Company	Germany	Potential benefit from PROMOTE courses by providing training to local and global staff, and guarantee adequate use of	Yes	Leading company in P&O premanufactured parts. Deliver at a Global Scale, and need skilled and trained workers globally to



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							their products in all markets.		use the products correctly. Beneficial because of the lack of an educational system in P&O in some parts of the world and even Europe (e.g. Denmark).
PFH	F.G. Streifeneder KG	Friedrich Streifeneder	<a href="https://www.streifeneder.de/">https://www.streifeneder.de/</a>	P&O Patient Care	Company	Germany	Potential benefit from PROMOTE courses by providing training to local and global staff, and guarantee adequate use of their products in all markets.	Yes	Same company as above, but with focus on Patient Care.

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
PFH	Ottobock Patient Care	Rolf Jarasch	<a href="http://www.ottobock.de">www.ottobock.de</a>	P&O Patient Care	Company	Germany	PROMOTE courses in hybrid formats could prepare the staff in advance with the necessary theory to shorten the phase of practical courses at the local patient care centre.	Yes	The patient care system in Germany treats local patients and educates their national and international staff on a high-quality level. The three-year programme from the German Education System is not suitable for international staff, that is just a few weeks or months in Germany for training.
PFH	rehaVital Gesundheit		<a href="http://www.rehaVital.de">www.rehaVital.de</a>	P&O Patient Care	Networks	Germany	Preselected courses from PROMOTE could help staff to gain specific knowledge	Yes	rehaVital accommodates big German medical

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
	tsservice GmbH	Jens Sellhorn					in P&O that is necessary for daily work in the workshop or in the shop with customers. rehaVital could deliver these courses as roof organisation to their members.		supply stores. These stores normally educate the staff in P&O within the German three-year education system. On the other hand these workshops also rely on career changers from the medical sector in general. These career changers often have just a little knowledge in P&O but a basic understanding of medicine.

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PFH	Auxilium GmbH	Ralf A. Ledda	<a href="http://www.auxilium.de">www.auxilium.de</a>	P&O Patient Care	Company	Germany	Preselected courses from PROMOTE could help staff to gain specific knowledge in P&O that is necessary for daily work in the workshop or in the shop with customers. Auxilium could deliver these courses as roof organisation to their members.	Yes	Auxilium accommodates big German medical supply stores. These stores normally educate the staff in P&O within the German three-year education system. On the other hand these workshops also rely on career changer from the medical sector in general. These career changers often have just a little knowledge in P&O but a basic understanding of medicine.

Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
PFH	BIV für Orthopädietechnik	Alf Reuter	<a href="https://biv-ot.org/">https://biv-ot.org/</a>	P&O Education	Networks	Germany	Development of partnerships in APO or PPO programs.	Yes	
PFH	Antonius Köster GmbH & Co. KG	Antonius Köster	<a href="https://www.innovative-cad-cam-solutions.de/">https://www.innovative-cad-cam-solutions.de/</a>	P&O Industry	Company	Germany	Processes could be more streamlined with the approach of PROMOTE of hybrid courses. Antonius Köster's customers could prepare themselves with a preparatory online course for digital manufacturing services. The practical education at the headquarters of Antonius Köster could be done afterwards in a shorter form.	Yes	Antonius Köster is the leading company in Germany for digital manufacturing in P&O. Furthermore, it is the only distributor of the most advanced software Geomagic Freeform. For this software and also for the whole manufacturing process Antonius Köster delivers

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									individual trainings for their customers.
PFH	Sanitätshaus o.r.t GmbH	Felix Neumann	<a href="https://www.o-r-t.de/">https://www.o-r-t.de/</a>	P&O Patient Care	Company	Germany	Sanitätshaus o.r.t. is member of Auxilium. Therefore, the explanations above count equally	Yes	
Human Study	Tumaini University - Kilimanjaro Christian Medical University College	Mr. Harold Shangali, Dean of the Faculty of rehabilitation Medicine	<a href="https://kcmuco.ac.tz/">https://kcmuco.ac.tz/</a>	Education	HEI	Tanzania	Development of partnerships in APO or PPO programs	Yes	

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Human Study	TATCOT (Tanzania Training Centre for Orthopaedic Technologists)	Mr. Mtalo Longini Mr Davis Shirima	<a href="http://www.tatcot.org/">http://www.tatcot.org/</a>	P&O Education	Company	Tanzania	Development of partnership in APO programs and collaboration in practical P&O workshops	Yes	
Human Study	UWZ - HWK - Saar-Lor-Lux Umweltzentrum	Bechkao ui, Farid Wilfried Raab	<a href="https://www.saar-lor-lux-umweltzentrum.de/">https://www.saar-lor-lux-umweltzentrum.de/</a>	Consulting	Company	Germany	Providing sponsorship for projects and/or programs	Yes	

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Human Study	The Sir Bobby Charlton Foundation		<a href="https://www.thebscfoundation.org/about/">https://www.thebscfoundation.org/about/</a>	Charitable Organisations	NGO	UK	Providing sponsorship for projects and/or programs	Yes	
Human Study	Mahidol University, SSPO (Sirindhorn School of Prosthetics and Orthotics)	Sirintip Kaewtip (May)	<a href="https://www2.si.mahidol.ac.th/en/international-office/student-exchange/sirindhorn-school-of-prosthetics-and-orthotics/">https://www2.si.mahidol.ac.th/en/international-office/student-exchange/sirindhorn-school-of-prosthetics-and-orthotics/</a>	P&O Education	HEI	Thailand	Development of partnerships in PPO programs	Yes	
Human Study	BTPOTC (Br. Tarcisus Prosthetic	Henry Larbi, Principal	<a href="https://otcghana.org/college/">https://otcghana.org/college/</a>	P&O Education	HEI	Ghana	Development of partnerships in APO programs	Yes	



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	s & Orthotics Training College), Nsawam, Ghana								
Human Study	Orthomedics, Cairo, Egypt	Mr. Amr Deeb	<a href="https://orthomedics.com/about/">https://orthomedics.com/about/</a>	P&O Industry	Company	Egypt	Collaboration in practical workshops and P&O courses	Yes	
Human Study	Else Kröner-Fresenius-Stiftung		<a href="https://www.ekfs.de/ueber-uns/organisation">https://www.ekfs.de/ueber-uns/organisation</a>	Humanitarian	NGO	Germany	Providing sponsorship for projects and/or students	Yes	
Human Study	CBM (Christian)	Mr. Michiel	<a href="https://www.cbm.org/">https://www.cbm.org/</a>	Charitable Organisations	NGO	Germany	Providing sponsorship for projects and/or students	Yes	

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
	Blind Mission)	Steenbee k							
Human Study	NSPPL (National Syrian Project for Prosthetic Limbs)	Mrs. Fatima Mubarak	<a href="https://www.facebook.com/NSPPL/">https://www.facebook.com/NSPPL/</a>	P&O NGO	NGO	Syria	Development of partnerships in APO programs and other courses	Yes	
Human Study	ICRC	Varies on the country	<a href="http://www.icrc.org">www.icrc.org</a>	Humanitarian	NGO	International	Enhancing a rehabilitation training programme	Yes	Afghan Upgrade Programs, APO Program separate modules in Arabic, Colombia APO program EPU project Iraq

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Human Study	sequa gGmbH	Veronique Chavane	<a href="http://www.sequa.de">www.sequa.de</a>	Development	Non-profit	Germany	Enhancing a rehabilitation training programme	Yes	Tunisian Upgrade Program
Human Study	Legacy of War (LOWF) & Better Way Foundation (FABW)	Giles Duley & Miri Heather wick	<a href="https://www.legacyofwarfoundation.com/">https://www.legacyofwarfoundation.com/</a> , <a href="https://www.betterwayfoundation.org/">https://www.betterwayfoundation.org/</a>	Charitable Organisations	NGO	UK	Helping individuals and communities rebuild their own lives after the trauma of war. Currently projects in Ukraine, Rwanda and Lebanon	Yes	NSPPL PO Modules
Human Study	500 Miles	Olivia Giles	<a href="http://www.500miles.co.uk/">http://www.500miles.co.uk/</a>	Charitable Organisations	NGO	UK	Helping people with mobility difficulties by giving them a chance to live independent lives	Yes	Tunisian/African Upgrade Program

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Human Study	Bauerfeind d.o.o.	Slobodan Brezak, dipl.oec.	<a href="https://www.bauerfeind.hr/">https://www.bauerfeind.hr/</a>	P&O Industry	Company	Croatia	Possibly providing more candidates for one of the educational programs	Yes	APO Balkan Program
Human Study	Institute for Physical Medicine and Rehabilitation "DR Miroslav Zotović"	Nataša Tomić, Assistant Director for Medical Affairs	<a href="https://www.zotovicbl.com/">https://www.zotovicbl.com/</a>	Public	Entities	Bosnia & Herzegovina	Possibly providing more candidates for one of the educational programs	Yes	APO Balkan Program
Human Study	Slavej AD	Goran Chaloski	<a href="https://slavej.mk/">https://slavej.mk/</a>	P&O Industry	Company	Macedonia	Possibly providing more candidates for one of the educational programs	Yes	APO Balkan Program

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Human Study	MOOR ORTOTIKA IN PROTETIKA, izdelava medicinskih pripomočkov, d.o.o.	Edita Boltežar	<a href="https://moor-op.com/">https://moor-op.com/</a>	P&O Industry	Company	Slovenia	Possibly providing more candidates for on the e of the educational programs	Yes	APO Balkan Program
Human Study	Erbil Polytechnic University	Dr Zekra Ali Aziz	<a href="https://epu.edu.iq/">https://epu.edu.iq/</a>	Education	HEI	Iraq	Establishing a P&O department within university	Yes	EPU project
Human Study	Massachusetts institute of	Francesca Riccio-Ackerma	<a href="https://www.mit.edu/">https://www.mit.edu/</a>	Education	HEI	USA	Working together for the professionalization of the	Yes	Sierra Leone APO program

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
	technology (MIT)	n & Hugh Herr					P&O sector in developing countries		
Human Study	OttoBock		<a href="https://www.ottobock.com/en-ex/academy/learnings">https://www.ottobock.com/en-ex/academy/learnings</a>	Education	Company	South America	Working together for the professionalization of the P&O sector in developing countries	Yes	Piloting LLP courses for South America
Thomas More	OT Academy	Diane De Winter	<a href="#">Welkom   BBOT-UPBTO Orthopedie</a>	P&O Education	Networks	Belgium	Organisation of trainings for the work field	Yes	Previous interest in PROMOTE
Thomas More	orthosystems	Patrick Peeters	<a href="#">Orthosystems   Orthopedische schoenen en steunzolen</a>	P&O Industry	Company	Belgium	Organisation of trainings for the company's staff	Yes	Previous collaboration providing patients for the PFA course.

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Thomas More	He2B-BOPCO	Nibal Kabbara	<a href="http://www.technologieorthopediqueenbandagisterieetorthesiologie.be">Technologie orthopédique en bandagisterie et orthésiologie (he2b.be)</a>	P&O Education	HEI	Belgium	Providing specialised knowledge and/or training for their students	Yes	Collaboration for teaching assignments already going on. Students of the University have participated in the multiplier event. Part of the target group of BSc with 180 ECTS, which would need 240 ECTS to start the masters.
Thomas More	Kogeka SJG Geel	Hilde Verdonck	<a href="https://kogeka.be/studierichting/orthopedietechnieken-2/">https://kogeka.be/studierichting/orthopedietechnieken-2/</a>	P&O Education	HEI	Belgium	Providing specialised knowledge and/or training for their student	Yes	Several learning programmes in place

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### PRosthetic and Orthotic specialist MOdules for Higher Education Training in Europe

Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Thomas More	OP-global	Leigh Clarke	<a href="https://www.op-global.org/">https://www.op-global.org/</a>	P&O Education	Networks	Australia	Similar to the above, but focused on bringing research and development to promote growth of the orthotist/prosthetist workforce	No	Previous conversation about collaboration
Thomas More	Maxipac	Aleidis Devillé	<a href="https://www.maxipac.eu/">https://www.maxipac.eu/</a>	Education	Non-profit	Belgium	Providing extra training to build capacity in Third-Country nationals	No	Future prospect
Thomas More	Legs Africa 4	Tom Williams	<a href="https://www.legs4africa.org/">https://www.legs4africa.org/</a>	P&O NGO	NGO	UK	They have active interest in the results of one of PROMOTE's pilots	Yes	Previous conversation about collaboration
Sant' Anna	Össur		<a href="https://www.ossur.com/global">https://www.ossur.com/global</a>	P&O Industry	Company	Iceland (headquarter)	Development of joint projects	Yes	OSSUR is a shareholder of the



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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
									spin-off company of SSSA lab (IUVO)
Sant' Anna	Inail (National Institute for Insurance against Accidents at Work)		<a href="https://www.inail.it/cs/internet/multi/english.html">https://www.inail.it/cs/internet/multi/english.html</a> <a href="https://www.inail.it/portale/budrio/it/chisiamo/centro-protesi-budrio.html">https://www.inail.it/portale/budrio/it/chisiamo/centro-protesi-budrio.html</a>	Public	Entities	Italy	Providing patient recruitment. Benefitting from education and/or training of P&O professionals (design and/or delivery of P&O courses, patient care)	Yes	Advanced prosthetic and rehabilitation centre
Sant' Anna	Fondazione Don Carlo Gnocchi		<a href="https://www.dongnocchi.it/">https://www.dongnocchi.it/</a>	Healthcare	NGO	Italy	Partnering in education in P&O and robotic/IOT technologies (design and/or deliver courses)	Yes	Joint lab for testing of wearable robots and prostheses, affiliated personnel

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
							about robotics in P&O and digitalization)		
Sant' Anna	Università Campus Biomedico		<a href="https://www.unicampus.it">https://www.unicampus.it</a>	Education	HEI	Italy	Partnering in education in P&O and robotic/IOT technologies (design and/or deliver courses about robotics in P&O and digitalization)	Yes	Active collaboration in research projects (wearable robotics)
Sant' Anna	Policlinico Campus Biomedico		<a href="https://www.policlinicocampusbiomedico.it/">https://www.policlinicocampusbiomedico.it/</a>	Healthcare	HEI	Italy	Providing patient recruitment. Benefitting from education of medical personnel (delivery of P&O courses)	Yes	Hospital specialized also in clinical trials.
Sant' Anna	Istituto Ortopedico Rizzoli		<a href="https://www.ior.it/en">https://www.ior.it/en</a>	P&O Patient Care	Company	Italy	Benefitting from education and training of P&O	No	Active in education and training in the P&O and medicine

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
							specialists (design and/or delivery of P&O courses)		sector. Previous collaboration.
Sant' Anna	IUVO		<a href="https://www.iuvo.company/">https://www.iuvo.company/</a>	P&O Industry	Company	Italy	Training of personnel in P&O subjects (e.g., garment production, orthotic interfaces)	Yes	Spin-off company of SSSA (wearable robotic technologies)
Sant' Anna	Vrije Universiteit Brussel		<a href="https://www.vub.be/en">https://www.vub.be/en</a>	Education	HEI	Belgium	Development of joint projects, design of courses in P&O and robotics	Yes	Previous collaboration in EU research projects about the development of robotic prostheses and wearable exoskeletons (H2020 framework)

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
BlinC	reveal e.V.	Dr Leena Ferogh	<a href="http://reveal-eu.org">reveal-eu.org</a>	Education	NGO	Germany	Development of sustainable approaches in the P&O field	Yes	Joint organisation of reveal 15 with P&O workshops and programme
BlinC	University Duisburg-Essen	Dr Michele Kuschel	<a href="https://www.uni-due.de/">https://www.uni-due.de/</a>	Education	HEI	Germany	Synergies in specific study modules of the existing Master of Innopreneurship	Yes	
BlinC	University Kassel		<a href="https://www.uni-kassel.de/uni/en/">https://www.uni-kassel.de/uni/en/</a>	Education	HEI	Germany	Development of joint student collaboration in Design Thinking workshops	Yes	
BlinC	University Vilnius		<a href="https://www.vu.lt/en/">https://www.vu.lt/en/</a>	Education	HEI	Lithuania	Development of joint student collaboration in Design Thinking workshops	Yes	

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Partner	Organisation	Reference person	Website	Sector	Type	Country	Connection to PROMOTE (based on collaboration talks)	Previous collaboration (Yes/No)	Comments
Blinc	University Leiria		<a href="https://www.ipleiria.pt/en/">https://www.ipleiria.pt/en/</a>	Education	HEI	Portugal	Development of joint student collaboration in Design Thinking workshops	Yes	
Smart Rev	Scuola di Robotica	Emanuel e Micheli	<a href="https://www.scuoladirobotica.it/en/home-eng/">https://www.scuoladirobotica.it/en/home-eng/</a>	Education	Non-profit	Italy	Further exploring joint Erasmus + KA1 courses	Yes	Already active collaboration with KA1
Smart Rev	AMA Consulting	Matteo Limonta	<a href="https://www.linkedin.com/company/ama-consulting1/about/">https://www.linkedin.com/company/ama-consulting1/about/</a>	Consulting	Company	Norway	Development of potential joint projects	Yes	
Smart Rev	Bionic People	Alessandro Ossola	<a href="https://www.bionicpeople.it">https://www.bionicpeople.it</a>	Education	Non-profit	Italy	Development of joint initiatives, such as training	Yes	

### 3. The PROMOTE Network – Organisational Development

#### 3.1. Mission Statement of the PROMOTE Network

PROMOTE is an innovative and interdisciplinary approach that pursues the support of educational and development approaches to promote the Prosthetics and Orthotics (P&O) sector on European and international level.

It supports

- Research and development
- Knowledge transfer
- Regional Capacity building and Implementation and
- European and international networking

**The PROMOTE Mission** at a glance:

The PROMOTE network aims to promote European collaboration by joining forces for ventures and projects in the following fields:

- Promoting professional and higher education in the field of P&O
- Promoting professional development of individuals in the P&O field in a context sensitive way, considering the different local, regional and national contexts
- Developing and maintaining state-of-the-art blended learning opportunities which can be delivered tailor-made to the individual needs and contexts
- Creating a high connectivity between the relevant stakeholders in the P&O sector
- Contributing to sustainable development (in accordance with the relevant UN Sustainable Development Goals (SDG)) in this context
- Fostering interdisciplinary and intersectoral approaches
- Working on different layers
  - Political, Community, Enterprise level
  - Regional, National, European and International level

### 3.2. Introduction

The PROMOTE project has been implemented to identify and outline business opportunities. As it is a pre-stage for a fully-fledged business plan<sup>1</sup> we will not talk about “business development” but use the term “valorisation” for the approach and the activities carried out:

- To identify business and collaboration opportunities on the aforementioned levels
- To match them with the requirements (e.g. of community members who work in specific contexts, be it in HE, VET or in the practical support fields)
- To define the goals and objectives
- To create the organisational basis for a European network

The PROMOTE network shall serve its members in the following fields:

- Education/learning, professional development
- Collaboration (Common benefit)
- Protecting the intellectual property
- Safeguarding the aforementioned principles (vision & mission)
- New projects and income opportunities
- Larger networking
- Connecting to other relevant areas of activities
- Capacity building
- Community development
- Human Resource Management
- Corporate Social Responsibility
- Mobility
- Entrepreneurship

### 3.3. Objectives

To create a large scale impact the PROMOTE network intends to work along the following:

- Economically oriented objectives (for profit),
- Socially/community-oriented objectives (non for profit) and
- European objectives (collaboration, support, joint standards (agreements))

Its operative objectives can be clustered along these 3 categories:

**Economically** oriented objectives (for profit)

- Enterprise/Individual level
- Local/Regional level
- Autonomous level
- Also collaborative when PROMOTE methods are used (branding)
- Keeping the IPR (OER)
- Specific fund raising and cooperation activities.

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<sup>1</sup> Which will be subject of the Innovation Project

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**Social** (community oriented) objectives (non for profit), „overall services“)

- Ethical level (keeping identity)
- Socially and environmentally sustainable projects and activities along the SDG criterial
- Community and capacity building

**European** and international objectives (collaboration, support, joint standards; *operative services*)

- Project development (Acquisition of funding) and management
- Networking and support/marketing for services of members
- Regional and interregional Development
- Professional development and competence validation
- Secondment and networking of personal
- Joint Research and Development (R&D)

### 3.4. Services

Consequently, the following service areas and services of the PROMOTE network can be derived:

**Economical level** (corresponding to for-profit objectives)

- Supporting its members in economic activities in their regions
- Supporting regional members with expertise (see draft business opportunities) and partners
- Marketing of the products and the services of members on interregional, transnational levels
- Research and support for funding for profit-oriented members
- Specific funding
- Delivering all components and expertise for the PROMOTE implementation incl. branding

**Social level** (corresponding to non-for profit objectives)

- Keeping ethical principles,
- Promoting social and environmentally sound projects along the SDGs
- Researching and supporting related to community oriented funding opportunities
- Community and capacity building activities
- Branding and quality management

**European and international level**

- Project development (Acquisition of funding) and management
- Networking and support/marketing for services of members
- Regional and interregional Development
- Secondment and networking of personal
- Joint Research and Development (R&D)



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### 4. PROMOTE as legal entity

#### Excerpt: Survey on suitable entity types

On basis of the experiences of the forerunner projects, the latest developments (business cases in the regions) and discussions among the active partners in the community a survey on existing European legal forms was carried out and set into relation with the identified needs and objectives.

The objectives of the network can be transferred into the following structure within the network:

#### Level of an NGO/NPO

- PROMOTE association
- Social (community oriented) objectives (non for profit)
- Task-> Quality control and branding
- Level of European Collaboration
- Following European objectives
- -> collaboration, support, joint standards (agreements)

#### Level of Partners Enterprises/organisations...

- Profit oriented objectives
- Autonomous partners
- Regional context

Based on these considerations a research on a suitable European legal framework was carried out both on national and European levels considering:

- Non-profit organisations
- Cooperatives
- For Profit organisations (GmbH, Lt etc.)
- EU legal entities (SE, SCE, EEIG etc.)

#### Results:

##### ***Die Societas Europaea (SE):***

*The European Society is a legal form for a European Holding with a minimum capital of 120.000 €. It is a shareholder company.*

*Due to the amount to be invested the SE is not an option for the PROMOTE network.*

##### ***Societas Cooperativa Europaea (SCE)***

The SCE is a cooperative on the European level and affords a minimum capital of 30.000€. The SCE, invented in the early 2004 is also not an option because experience shows that only 24 SCEs have been founded within 11 years. A European study on those few SCEs revealed that

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bureaucracy and the capital input is a considered as a serious obstacle. Hence an SCE is not a suitable legal entity for the PROMOTE network.

### **Societas Privae Europaea (SPE) and Association Européenne - AE**

Both institutes are “in preparation”, hence no existing legal entity and therefore not an option as a legal person for the network.

### **European Economic Interest Grouping (EEIG)**

A **European Economic Interest Grouping (EEIG)** is a type of legal entity created already in 1985. It would be an option for the profit oriented activities. Like the SCE it would theoretically be a suitable type of legal entity.

Its activities must be ancillary to those of its members, and, as with a partnership, any profit or loss it makes is attributed to its members.

However, as it has unlimited liability the EEIG is too risky for the PROMOTE network.

### **Conclusion:**

A construction has been developed combining non-profit elements and sustainability goals:

- The PROMOTE association as charity and non for profit organisation

The following statutes were developed within the PROMOTE project:

### 4.1. Statutes

#### PROMOTE e.V.

### 4.2. Preamble

PROMOTE is an innovative and interdisciplinary approach that pursues the support of educational and development approaches to promote the Prosthetics and Orthotics (P&O) sector on European and international level.

### 4.3. Paragraphs

#### § 1 Legal form, seat and financial year

The association is titled "PROMOTE e.V".

The seat of the association is Nürnberg.

The Association is registered in the Register of Associations at the Local Court Nürnberg.

The financial year shall be the calendar year.

#### § 2 Purpose and tasks

(1) The Association shall exclusively and directly pursue non-profit purposes within the meaning of the section "Tax-privileged purposes" of the German Fiscal Code (§§ 51ff) as amended. The Association shall serve the promotion of educational and development approaches to promote the Prosthetics and Orthotics sector (P&O).

(2) The mission of the association is to pursues the support of educational and development approaches to promote the Prosthetics and Orthotics (P&O) sector on European and international level through an innovative and interdisciplinary approach.

(3) The purpose of the statutes shall be realised in particular by:

- Promoting
  - Educational Services, Approaches and Activities

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- On Higher Education level
  - On VET level
  - In singular training and learning activities, e.g on informal humanitarian level
- Providing
    - Uplifting courses to promote the permeability between the informal, VET and HE-sector within the P&O sector in Europe and beyond
    - State of the art learning technologies (EdTech) and
    - Tailor made learning modalities (blended learning)
    - Teachers' and facilitators' trainings in these areas.
    - Development Programmes
    - Product and service development and
  - networking of relevant professional groups and institutions at private and public sector level
  - Develop and implement innovative new projects in line with PROMOTE objectives.

### § 3 Ethical code

(1) The association is selflessly active and does not primarily pursue its own economic purposes.

(2) The funds of the Association may only be used for the purposes set out in the Statutes. Members shall not receive any benefits from the Association's funds, with the exception of reimbursement of expenses or expense allowances.

(3) No person may be favoured by donations that are alien to the purposes of the Association or by disproportionately high remuneration.

### § 4 Membership

(1) Any natural or legal person who supports the objectives of the Association may become a member of the Association.

(2) The Executive Committee shall decide on the application for admission to the Association.

(3) Membership ends by resignation, exclusion or death.

(4) The resignation of a member is only possible at the end of a calendar year. It shall be effected by a written declaration to the Executive Board, observing a notice period of 3 months.

(5) If a member has violated the objectives and interests of the Association, he/she may be expelled by the Executive Committee. The member must be given the opportunity to comment before the decision is taken. An appeal against the exclusion decision may be lodged within a period of one month after notification of the exclusion, on which the next general meeting shall decide.

### § 5 Contributions

Members shall pay dues in accordance with a resolution of the General Assembly. A simple majority of the voting members present at the general meeting shall be required to determine the amount and due date of the subscription.

(This may differ in case of cooperative as legal basis)

### § 6 Bodies of the Association

The organs of the association are:

- the General (members') Assembly
- the Executive Board (of Directors)

### § 7 Members' Assembly

#### (1) Convening and passing resolutions

The ordinary general meeting shall be held at least once a year. The general meeting may be held in person (members present in person at a specific location) or virtually (neither the joint presence of members at a location nor the simultaneous casting of votes is required) or in a combination of both procedures.

The invitation to the General Assembly must be made in writing by the Executive Committee of the Association, stating the provisional agenda. Invitations may be sent by e-mail, fax or letter. The letter of invitation shall be deemed to have been received by the member if it is addressed to the last address given in writing by the member of the Association.

Members may request the inclusion of further items on the agenda in writing or by e-mail.

Extraordinary General Meetings may be convened by the Executive Committee if the interests of the Association so require. They must be convened if at least one third of the members of the association submit a corresponding request. The invitation to the extraordinary general meeting must be issued at least 2 weeks before the date set for the meeting, stating the reasons.

Any General Meeting convened in accordance with the Statutes shall be recognised as having a quorum, irrespective of the number of members attending.

Each member shall have one vote. A simple majority of the votes cast shall be sufficient for a resolution to be effective. Abstention from voting - on individual items on the agenda - is permissible; an abstention is considered as not casting a vote.

The representation of a maximum of one other member in the general meeting is possible. The authorisation must be proven in writing.

If the general meeting is held in person or as an online conference (synchronous virtual procedure), the procedure is as follows:

The invitation to the General Assembly shall be issued by the Executive Committee at least 2 weeks before the date set for the Assembly.

Members' motions on the agenda may be submitted to the Executive Board before the day of the resolution or during the meeting of the General Assembly. They shall be placed on the agenda if the majority of the members present and entitled to vote at the general meeting agrees to the handling of the motions.

The members shall vote on the individual items by show of hands or acclamation or chat.

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If the general meeting takes place in the asynchronous virtual procedure, the procedure is as follows:

The Executive Committee shall announce the provisional agenda set by it with the invitation to the General Assembly and shall give the members the opportunity to request the inclusion of further items in the agenda within two weeks. Members may request the inclusion of further items; in urgent cases, the Executive Committee may set an agenda without giving the opportunity to include further items. Motions received late shall not be considered. The Executive Committee may make exceptions to this rule if the delay is sufficiently excused or if other reasons, in particular procedural economy, justify the inclusion of the item. The Executive Board shall decide at its reasonable discretion.

After the expiry of the two weeks, the Chairperson shall announce the final agenda, formulate the individual questions to be decided and invite all members to take a binding vote on the individual items within two weeks.

The members may vote on the individual items by informing the Executive Board in writing (by letter, fax or e-mail) of their decision on the individual items to be decided. The time of receipt of the vote by the Executive Committee shall be decisive for the observance of the deadline. A late and/or irregular vote shall be deemed to be an abstention.

#### (2) Tasks of the General Assembly

The General Assembly of Members, as the supreme decision-making body of the Association, is basically responsible for all tasks, unless certain tasks have been assigned to another body of the Association in accordance with these Statutes. The general meeting decides, for example, on

- Approval of the annual accounts and the annual report
- Election, deselection, discharge of the Executive Board
- Appointment of two auditors
- Rules of Procedure and Contribution Rules
- Amendments to the Articles of Association
- final exclusion of members
- Dissolution of the Association.
- Existing by-laws are not part of these by-laws.



### § 8 Board of Directors

(1) The Board of the Association shall consist of 3 members (the Chairperson and two Vice-Chairpersons).

(2) The Association shall be represented in and out of court by the Chairperson and the Vice-Chairpersons. Each of them shall be entitled to represent the Association individually.

(3) The Executive Board is elected by the General Assembly for a period of 2 years. Re-election of the Board members is possible. The respective Board members in office shall remain in office after the expiry of their term of office until successors are elected.

(4) The Executive Board shall be responsible for managing the day-to-day business of the Association. In particular, the Board shall have the following tasks:

- To carry out all the affairs of the Association, except those which are the exclusive responsibility of the General Assembly.
- Decision on admission and exclusion of members
- Execution of the resolutions of the General Assembly

(5) The Executive Board may appoint a managing director for the day-to-day administration. The managing director shall be entitled to participate in the meetings of the board in an advisory capacity.

(6) The Executive Board shall meet as required, but at least once a year. The Executive Board may call in expert persons to its meetings in an advisory capacity.

(7) The Executive Board shall adopt its resolutions by simple majority. In case of urgency, resolutions of the Executive Board may also be passed in writing or by telephone if all members of the Executive Board declare their consent to this procedure.

### § 9 Recording of Resolutions

(1) Minutes of the General Assembly shall be taken and signed by a member of the Executive Committee and the minute taker.

(2) Minutes shall be taken of the resolutions of the Executive Board.

### § 10 Audit of accounts

The General Assembly shall appoint one auditor, who shall not be members of the Executive Committee or of a body appointed by the Executive Committee and who shall not be employees of the Association, to audit the accounts, including the annual financial statements, and to report on the results to the General Assembly.

### § 11 Amendments to the Statutes

(1) Amendments to the Statutes require a 2/3 majority of the members of the Association attending the General Assembly. Amendments to the Statutes may only be voted on at the General Assembly if this agenda item was already referred to in the invitation to the General Assembly and both the previous and the proposed new text of the Statutes were enclosed with the invitation.

(2) Amendments to the Statutes required by supervisory, judicial or financial authorities for formal reasons may be made by the Executive Board on its own initiative. These amendments to the Statutes must be communicated in writing to all members of the Association as soon as possible.

### § 12 Dissolution of the Association

1) A 3/4 majority of the members present at the general meeting is required for the resolution to dissolve the association. The resolution can only be passed after announcement in the invitation to the general meeting. A notice period of 4 weeks is required for the dissolution of the association.

(2) In the event of the dissolution of the Association or the discontinuation of tax-privileged purposes, the existing assets shall be transferred to an institution which shall use them exclusively and directly for charitable or benevolent purposes.

(3) Decisions on the future use of the assets may only be carried out after the consent of the tax office has been obtained.

Place/Date

The persons signing below declare their accession to the association PROMOTE and acknowledge the statutes.

#### 4.4. IPR and Confidentiality in the PROMOTE network

<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> <li>○</li> <li>○</li> <li>○</li> </ul>	<p>1 Dissemination activities including but not restricted to publications and presentations shall be governed by the procedure of the Partnership Agreement subject to the following provisions.</p> <p>Prior notice of any planned publication shall be made 45 days before the publication. Any objection to the planned publication shall be made in accordance with the GA in writing to the Coordinator and to any Party concerned within 30 days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted.</p> <p>2 An objection is justified if</p> <ul style="list-style-type: none"> <li>○ (a) the objecting Party's legitimate academic or commercial interests are compromised by the publication; or</li> <li>○ (b) the protection of the objecting Party's Knowledge or Pre-existing know-how is adversely affected.</li> </ul> <p>The objection has to include a precise request for necessary modifications.</p>
<ul style="list-style-type: none"> <li>○</li> <li>○</li> <li>○</li> </ul>	<p>3 If an objection has been raised the involved Parties shall discuss how to overcome the justified grounds for the objection on a timely basis (for example by amendment to the planned publication and/or by protecting information before publication) and the objecting Party shall not unreasonably continue the opposition if appropriate actions are performed following the discussion.</p>
<p>4</p>	<p>Publication of another Party's Knowledge or Pre-existing know-how</p>
	<p>For the avoidance of doubt, a Party shall not publish Knowledge or Pre-existing know-how of another Party, even if such Knowledge or Pre-existing know-how is amalgamated with the Party's Knowledge, without the other Party's prior written approval. For the avoidance of doubt, the mere absence of an objection according to 6.3 is not considered as an approval.</p>
<p>5</p>	<p>Cooperation obligations</p>
	<p>The Parties undertake to cooperate to allow the timely submission, examination, publication and defence of any dissertation or thesis for a degree which includes their Knowledge or Pre-existing know-how. However, confidentiality and publication clauses have to be respected.</p>
<p>6</p>	<p>Use of names, logos or trademarks</p>

Nothing in this Memorandum shall be construed as conferring rights to use in advertising, publicity or otherwise the name of the Parties or any of their logos or trademarks without their prior written approval. In conformity with the EC-GA, all project public dissemination materials shall bear the logo of the EC and the acknowledgement of the Community support.

### 1 Joint ownership

Where no joint ownership agreement has yet been concluded:

each of the joint owners shall be entitled to Use their jointly owned knowledge on a royalty-free basis, and without requiring the prior consent of the other joint owner(s), and

each of the joint owners shall be entitled to grant non-exclusive licenses to third parties, without any right to sub-license, subject to the following conditions: at least 45 days prior notice must be given to the other joint owner(s) who must declare if they agree; and fair and reasonable compensation must be provided to the other joint owner(s).

### 2 Transfer of Knowledge

2.1 Each Party may transfer ownership of its own Knowledge following the procedures of the Annex 2.

2.2 It may identify specific third parties it intends to transfer the ownership of its Knowledge to. The other Parties hereby waive their right to object to a transfer to listed third parties.

2.3 The transferring Party shall, however, notify the other Parties of such transfer and shall ensure that the rights of the other Parties will not be affected by such transfer.

## 5. The PROMOTE quality approach

### 5.1. Introduction

The Quality Management Plan (QMP) is the document setting the principles, procedures and tools for the project quality management.

It answers to the 4 key challenges:

- **What** to identify, select and measure to maximize the process and results of the process (products)? What are the "**dimensions**" characterizing the network development?
- **How** to perform the quality monitoring? Which "**lens**" to adopt to recognize and improve the quality of process and products of the network?
- **When** to perform the monitoring? On which temporal sequence and articulation to rule the monitoring, bearing in mind the different "dimensions"?
- **Who** to perform this evaluation and monitoring? What are the "**actors**" and at what level are all the partners of the project involved in the monitoring and in the quality evaluation?

The QMP has the objectives:

- To allow the network partners to evaluate the progress, ensuring the effectiveness-efficacy of the process and the pertinence of technical actions of transnational cooperation, with the eventual and necessary corrective actions and improvements to keep and adjust to the foreseen targets;
- To provide a constant informative flux on the developments progressively produced, to recognize and demonstrate the state of advancement and the grade of objectives (intermediary and final) fulfilment;
- To activate proper interventions to sustain and further develop the network sustainability and efficiency
- To incentivise relationship and transnational levels of cooperation, augmenting the motivations and optimizing the contribution of each partner on innovation and quality factors;
- To sustain the visibility of results
- To encourage the sustainability of the partnership and the opportunity to generate multiplier effects and significant impacts.

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The proposal assumes the quality orientation, intended as methodology and systematic control of project advancement (cycle PDCA – Plan Do Check Act).

The strategy foresees an articulated development on two fundamental steps and in respective logic sequences, simplified in the following scheme.

### 5.2. Constant Improvement (PDCA)

There are a number of circular process charts that are used in management and human learning and development. Among others there are, for instance, the Think-Do-Act Circle (Levin) used as a background model for his concept of Action Research; the Deeming Circle in Quality Management (PDCA).

A PDCA cycle is a four-step model for problem solving and continuous improvement. It provides a simple and structured way for solving problems and creating positive change. It is widely recognized as the basis of continually improving the quality of processes, products, and services. The PDCA cycle is an easy to remember four logical sequenced steps which are Plan, Do, Check and Act.

In PROMOTE we will use the Think-Do-Act Circle which will be discussed and fixed on yearly targets.

The PDCA cycle<sup>2</sup> begins with a **Planning phase** where the targets of the development are clearly defined. In this phase, the team agrees on the envisaged qualitative and quantitative indicators.

The network plan and the activities are carried out in the **Do** phase. This phase also involves measuring the progress and collecting data and feedback for later analysis.

**Check** involves analysing the collected data and feedback, and comparing the outcome against the planned objectives. It allows to evaluate how well the solution has worked and whether further improvement is needed. This phase is also concerned with identifying the unexpected issues and gathering and summarising the key learnings.

In the Act phase the procedures are then implemented in operational mode. It involves taking actions based on what you learned in the Check phase. PROMOTE will use of the PDCA in several iterations, probably on a yearly basis.



<sup>2</sup> Graphic by [hRps://citoolkit.com/arKcles/pdca-cycle/](https://citoolkit.com/arKcles/pdca-cycle/)

### 5.3. The Quality Plan

The model foresees the 4 following dimensions:

1. **Network Project Dimension**
2. **Organisation Dimension**
3. **Outcomes Dimension**
4. **Valorisation**

1. **Network Projecting Quality** (Integrated and discussed projecting > *Reformulation*). Project in this case means the planed progression over a defined timeframe (yearly)

The dimension focus is on the empowering of active participation of all networking partners, to confirm and share the choice of adaptation and specification of executive development, during the phase of logical framework reformulation of the network project (defined development steps).

This is the main operational dimension since it defines the development of the PROMOTE network. As laid out in the Long-Term Strategy PROMOTE aims at involving 30 new regions in the network over the next decade.

For this purpose sub-targets are defined per year on different layers:

- *Attraction of decisive stakeholders per partner country, region and entity*
- *Maintaining existing educational offers in the HE and VET fields on national, European and international levels*
- *Defining new educational offers in the HE and VET*
- *Developing joint collaborations for international capacity building activities and new projects*

*and eventually:*

- *Integrating the action plan in the PROMOTE network quality system*

2. **Organisational Quality** (instruments and resources)

The focus is on the adequacy of the resources and of variables of organisational order.

In this dimension are considered several factors concerning the process of selection, distribution and allocation of activities, dimension of resources and coordination of role and functions in the partnership.

In particular, the attention is on development factors of technical actions like:

- Information, comparison and continuous sharing, among all partners, of technical actions in the orientation towards objectives/intermediate and final results;
- Level of cooperation and active participation in the development and integration of

various role;

- Effectiveness and efficacy of the interaction and exchange of information fluxes among partners, with advanced technological solution;
- Measures to avoid and/or solve eventual misunderstanding on the communication field or the rise of conflict in the partnership;
- Observation of Partners responsibilities for different roles and functions, for their tasks, working loads and foreseen competences, in relationship to the phases, activities and deadlines agreed.

### 3. **Outcomes Quality** (*services and results*).

On this dimension, the focus moves from the observation of processes (projecting, controlling, monitoring, transnational cooperation, ...) to products as "tangible" and concrete results produced by all the activities involving all the network related to requisites like:

- completeness;
- effectiveness and efficacy standards;
- innovation degree;
- transferability;
- transnational character.

### 4. **Valorisation Quality** (*Integration and sustainability of results in systems and reference contexts*)

The focus is mainly on:

- The impact created by the information and dissemination campaign;
- network development phase and results-products visibility;
- involvement of network members and associated partners, direct expressions of systems, territorial-sector contexts and final target groups.



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#### 5.4. OER

PROMOTE is also a community which offers Open Educational Resources to its members and within its projects.

The courses provided within the platform are outlined in the following table.

Learning Fields	Number	Subject	Delivery Mode	Examination	Location	ECTS	Prereq.	Responsibility
Prosthetics and Orthotics  63 ECTS	<b>Module 1</b>	<b>Introduction to P/O</b>	<b>B/W</b>	<b>-</b>	<b>home/campus</b>	<b>3</b>		<b>TM</b>
	<b>Module 2</b>	<b>Orthotics I - Lower Limb Orthotics 1</b>				<b>10</b>		
		2.1 DAFO Theory	B	BOE	home	4		HS
		2.2 DAFO Practical	W	PE	lab	6	I/W/S	HS
		<b>Module 3</b>	<b>Orthotics II - Lower Limb Orthotics 2</b>			<b>10</b>		
		3.1 KAFO Theory	B	BOE	home	4		HS
		3.2 KAFO Practical	W	PE	lab	6	I/W/S	HS
		<b>Module 4</b>	<b>Spinal Orthotics</b>			<b>10</b>		
		4.1 Spinal Orthotics Theory	B	BOE	home	4		HS
		4.2 Spinal Orthotics Practical	W	PE	lab	6	I/W/S	HS
		<b>Module 5</b>	<b>Prosthetics I - Partial Foot Prosthetics</b>			<b>10</b>		
		5.1 Partial Foot Prosthetics Theory	B	BOE	home	4		HS/TM
		5.2 Partial Foot Prosthetics Practical	W	PE	lab	6	I/WS	HS/TM
		<b>Module 6</b>	<b>Prosthetics II - TT Prosthetics</b>			<b>10</b>		
	6.1 TT Prosthetics Theory	B	BOE	home	4		HS/TM	
	6.2 TT Prosthetics Practical	W	PE	lab	6	I/WS	HS/TM	
	<b>Module 7</b>	<b>Prosthetics III - TF Prosthetics</b>			<b>10</b>			
	7.1 TF Prosthetics Theory	B	BOE	home	4		HS/TM	
	7.2 TF Prosthetics Practical	W	PE	lab	6	I/WS	HS/TM	
Business Management I  12 ECTS	<b>Module 8</b>	<b>Business Management I</b>				<b>12</b>		
		10.1 Self Organised Individual Learning	CS	OE	home	1		PFH
		10.2 Project Management	CS	OE	home	4		PFH
		10.3 Management Techniques	CS	OE	home	3		PFH
		10.4 Creativity Techniques	CS	OE	home	2		PFH
	10.5 Communication and Negotiation Skills	CS	OE	home	2		PFH	
Business Management II  18 ECTS	<b>Module 9</b>	<b>Business Management II</b>				<b>18</b>		
		11.1 Teamwork	CS	OE	home	1		PFH
		11.2 International Human Resources Management	CS	OE	home	3		PFH
		11.3 Innovation and Network Management	CS	OE	home	3		PFH
		11.4 Employee Leadership	CS	OE	home	2		PFH
		11.5 E-Marketing	CS	OE	home	3		PFH
		11.6 E-Business Policies and Models	CS	OE	home	4		PFH
	11.7 Brand Marketing	CS	OE	home	2		PFH	
Entrepreneurship  2 ECTS	<b>Module 10</b>	<b>Entrepreneurship</b>				<b>2</b>		
		12.1 Spotting Ideas	DBCL	A	home/project	0,5		Bline
		12.2 Client and Market	DBCL	A	home/project	0,5		Bline
		12.3 Refuining	DBCL	A	home/project	0,5		Bline
	12.4 Prototyping	DBCL	A	home/project	0,5		Bline	
Internship Variable ECTS	<b>Module 11</b>	<b>Internship</b>				<b>5</b>		
		13.1 Intership (varibale Duration)	I	IR	home	per month		

The PROMOTE network safeguards that the courses are provided with high quality to its network members. They aim at utmost transferability based on feasible and easy to use learning technologies, tailor-made for the specific contexts, ranging from Higher Education master courses to adapted online and blended learning activities for learning professionals in humanitarian crises areas.

Examples of open contents provided under CC-BY-SA license:

1. Continuing Professional Development for PROMOTE facilitators
2. Additional Modules for the facilitators' CPD
  - a. Modules for COL&V

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- b. CPD for OER
  - c. CPD for Design Thinking and Entrepreneurial learning
3. Master course Modules for Professionals

The professionalisation modules are provided by the network partners respecting the IPR of the developers under the envisaged CC license.

It aims at facilitation of a transferrable competence framework for P&O related professions, thus assisting in developing opportunities of continuous training and education for the different prosthetic and orthotic disciplines and also act as a formal body for networking and exchange within the P&O community EU wide.

This way it leads to a positive development of the physical rehabilitation sector, ultimately leading to generation of urgently needed professionals for the European market and would help to harmonize P&O training and education standards within the EU.