



**-ETF Vocational Excellence-
Network for Excellence (ENE) &
Centers of Vocational Excellence
(CoVEs) :**

***An International Network for Learning
and Developing towards Vocational
Excellence Without Borders***

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ETF working with EU Neighborhood: HCD - VET within LLL & Employment reforms-

**Potential
Candidate PCs :**
_Bosnia and
Herzegovina (BiH),
Kosovo ,Montenegro

**Candidate
countries:**
Albania , North
Macedonia,
Turkey , Serbia

**EU Partnership
East:**
Armenia, Azerbaijan,
Belarus, Georgia,
Republic of Moldova,
Ukraine and Russia
Federation.

**Central
Asia:**
Kazakhstan
,Uzbekistan,
Tajikistan,
Kirghizstan,
Turkmenistan,

**European Neighbourhood and
Partnership Instrument
countries (SEMED) ENPI
South (GEMM project):**
Egypt, Jordan, Lebanon, Morocco,
Palestine, Tunisia, Israel, Argelia
Libia,

WHAT & WHY *POLICY & PRACTICIONER NETWORKS*?

- **Main Drivers (2020- ONWARDS):
COMPLEXITY & DISRUPTIONS.**

- **SOLVING COMMON PROBLEMS:
Peers/Professionals/Different profiles &
Policy Roles.**

**PRACTICE
&
POLICY MAKING**

**INTERNATIONAL
NETWORKS**

(e.g. ENE VET
EXCELLENCE)

**POLICY MAKING
&
PRACTICE**

- **LOCAL vs. GLOBAL: -Local- Skills
Ecosystem- aligned to International
Community solutions (problems & solutions)**

- **Multi-level & Agile Governance:
VEHICLES FOR
LIFELONG LEARNING (LLL)**

WHAT & WHY ENE? *Excellence in the spotlight*

- **ENE: International- Network of Centres Vocational Excellence (CoVEs) (from 2020)**
- Hub/catalyst for building/developing excellence & **sharing practices and experiences** between CoVEs at both national and international levels (**ENE SAT role**).
- Based on **Development Partnerships** groups of CoVEs are working together to improve in specific domains of excellence.

- Growing demand in ETF PCs to build on **Excellence as strategic policy driver** to reform VET & LLL.
- **ENE mirrors EU (EC) Platform of CoVEs**: CoVEs operating at national and transnational level.
- **CoVEs/Excellence** is attracting strong attention from **international community**: very high in policy agendas **worldwide**.

**ENE *UNIQUE* WORLDWIDE PARTNERSHIP ON VET EXCELLENCE:
248 CoVEs – 40 countries worldwide-
(16 ETF PCs; 9 EU MSs; 14 Sub-Saharan Africa-
1 South Asia- Philippines-)**

Africa – (29 CoVEs-):

(2) Angola; (3) Burkina Faso;
(2) Democratic Republic of
Congo; (4) Guinea Bissau;
(2) Ivory Coast; (2) Kenya;
(1) Malawi; (2) Mozambique
(1) Namibia; (1) Niger; (4)
Senegal; (1) South Africa;
(3) Uganda; (1) Zimbabwe.

EU MSs (72 CoVEs-):

Spain (54); Greece (1);
Netherlands (4); Finland
(2); Italy (5); Slovenia
(2); Latvia (2); Germany
(1), Sweden(1)

ETF PCs (146 CoVEs-):

Turkey (55), Israel (6);
Armenia (4); Azerbaijan
(7); **Belarus (5); Russia
(3); Morocco (1);**
Georgia (5); Kazakhstan
(5); Moldova (4); North
Macedonia (3); Tunisia
(8); Serbia (6); Albania
(1); Ukraine (29).
Egypt (4)

WELCOME to ENE: CoVEs role participating in ENE networking/partnership initiatives

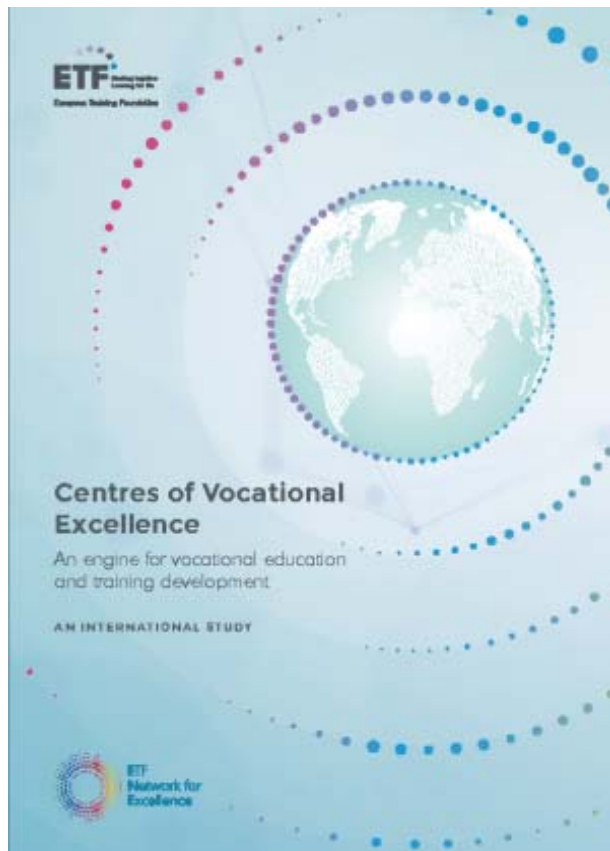
JOINING ENE:

- Endorsement by the relevant **national (& subnational) authority.**
- Engagement in **specific themes.**
- **Commitment** to the network
- Currently: **Self-expression of interests** (individual CoVES, providers network etc.)
- Filling up : **ENE registry & Self-Assessment Tool (ENE SAT)**

Three Type of Cooperation Modalities (CoVEs roles):

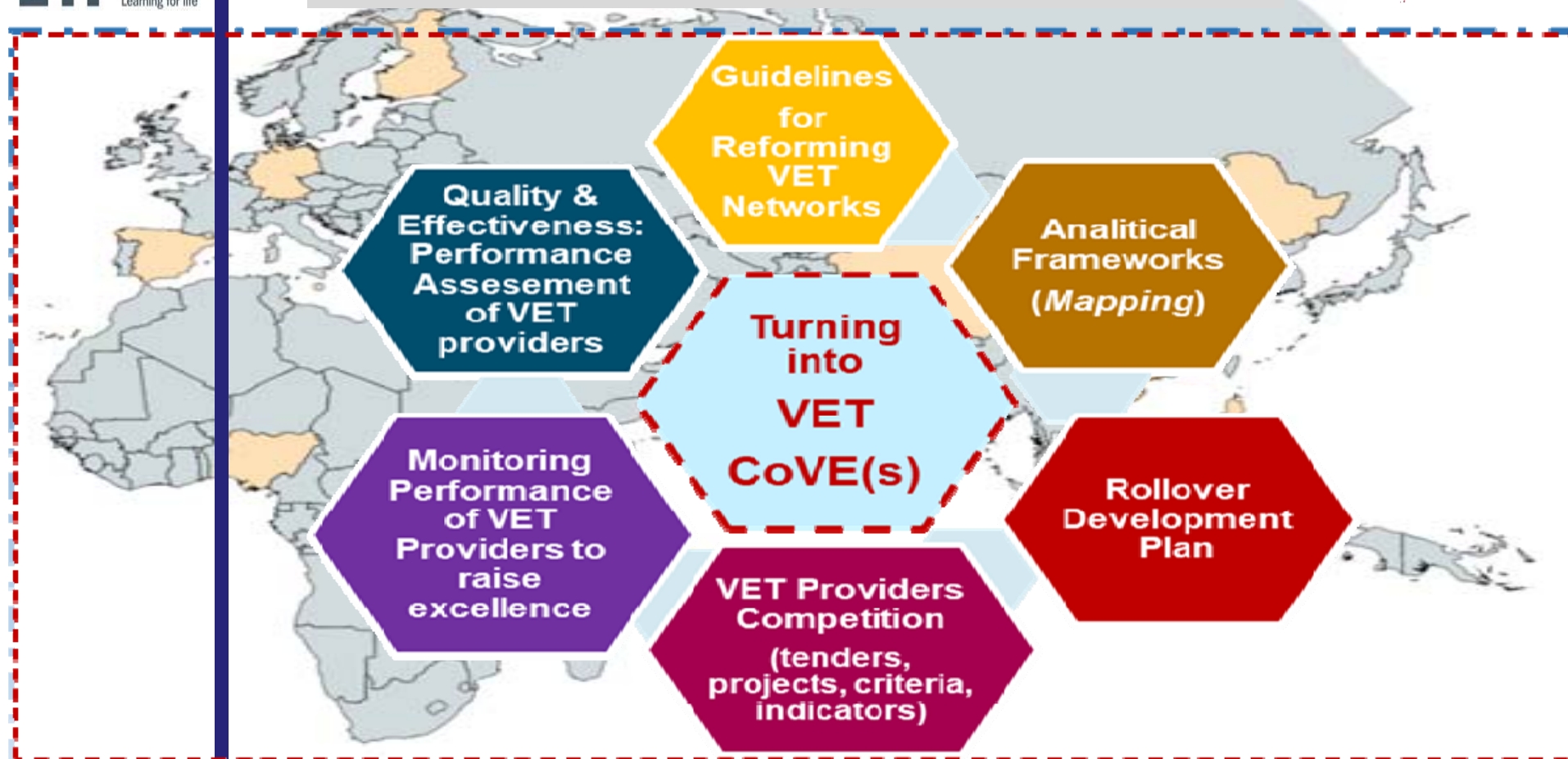
- **Active partner** : informing initiative –regularly-, mobilizing staff (etc.)
- **Learning partner**: participating/follow up & open to- learning/practice- sharing
- **Informed partner**: All ENE membership during ENE actions (etc.)

-EXCELLENCE IS A CONTESTED TERM-(ETF 2020)
ENE & CENTRES OF VOCATIONAL EXCELLENCE (CoVEs)

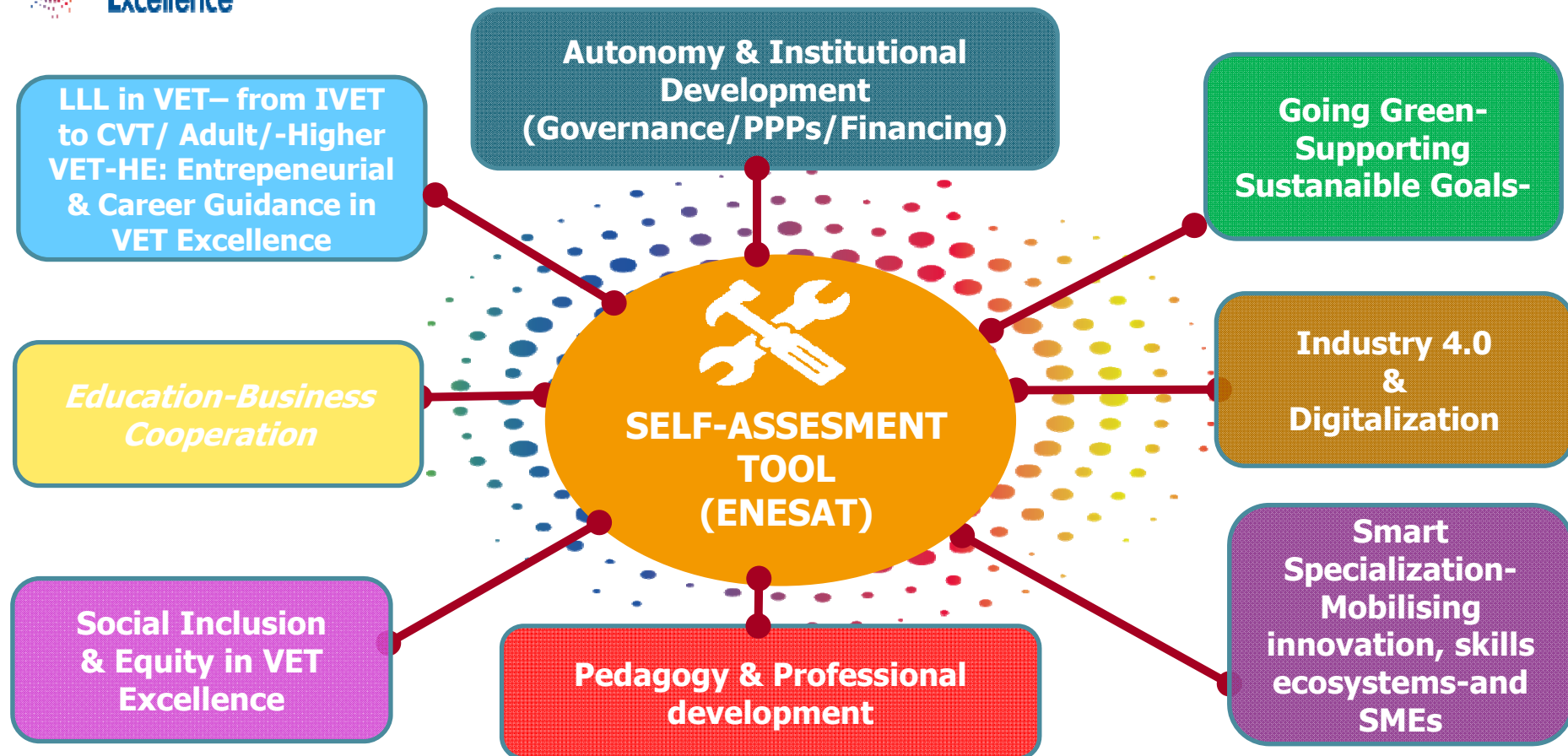


- ★ **Engines for VET development** – beacons for VET reforms (within LLL perspective)
- ★ **Good examples** of institutional leadership as VET schools/providers (or clusters/networks etc.)
- ★ VET institutions with **high commitment** to promote **change** and **continuous development improvement**.
- ★ Examples of **effective partnerships** between public - & private)- key stakeholders (*shaping ecosystems*)
- ★ **Hubs for transferring good practice** at national & international levels (partners for progressing on VET internationalization).
- ★ ENE looks at **Inclusive Excellence** (**Transmitting & helping national/international networks**).

**APPOINTING CoVES (STATUS *vs.* TYPE):
SOME WORKING PROCESSES & *MIXED* POLICY TOOLS**



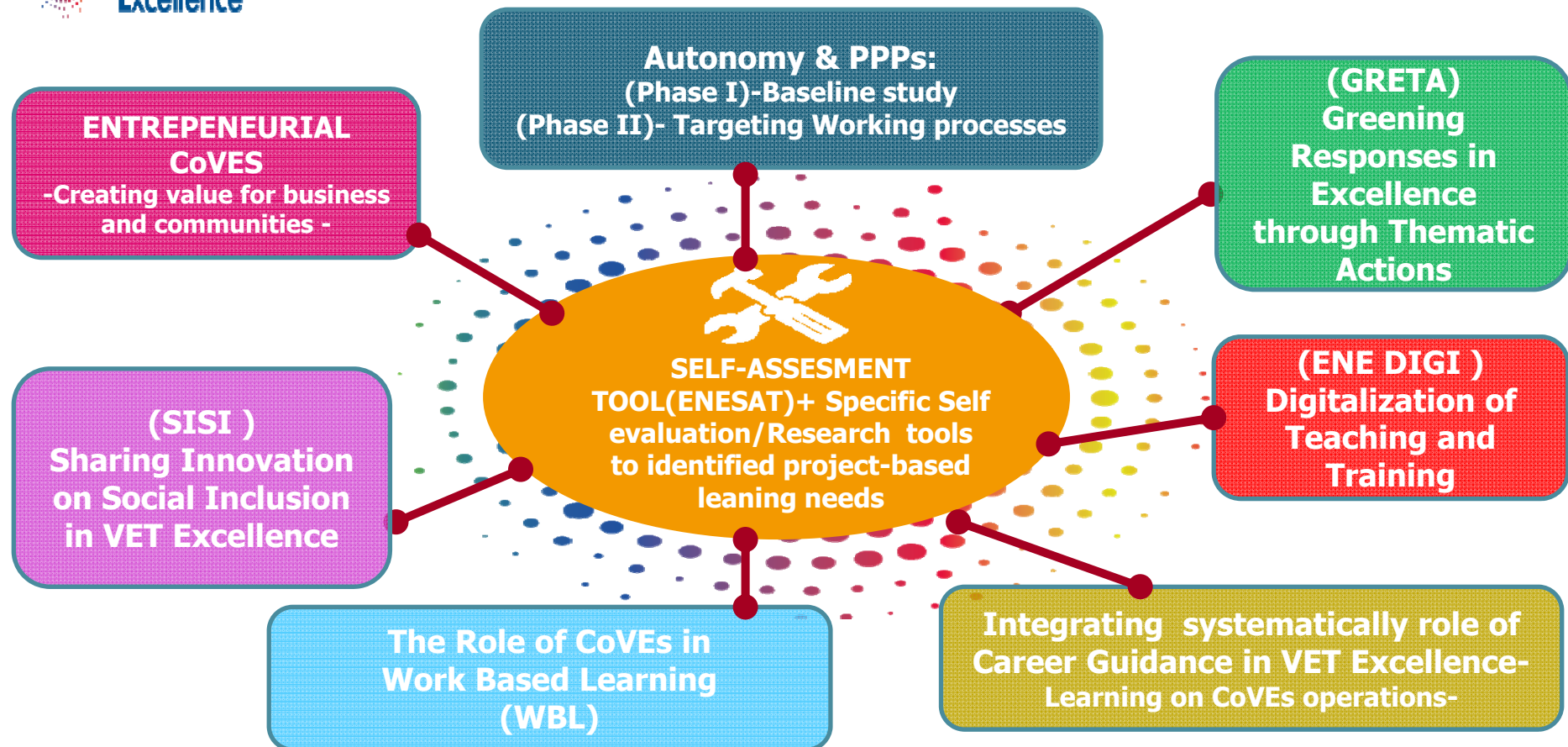
WHAT WE DO? (I)
THEMATIC APPROACH TO VET EXCELLENCE – *DIMENSIONS*



WHAT WE DO? (II)
ENE PRIORITIES & SERVICES (2021- 23/ ONWARDS)



**WHAT WE DO? ENE ON-GOING FLAGHSIP SUB-
INITIATIVES/-LEARNING- PARTNERHIPS- (III)**



**ENESAT : CoVES aligning own development
with that of other members of the network**

Foundational

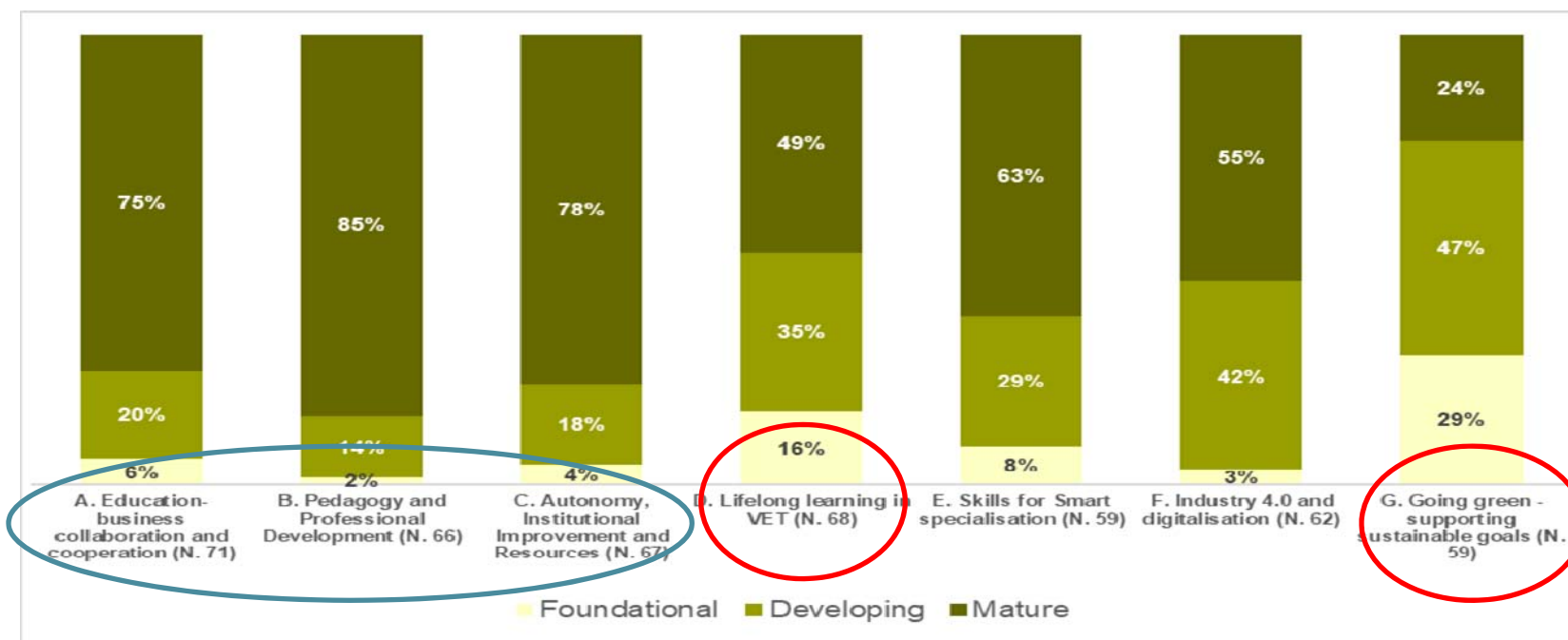
Developing

Mature

- ★ The ENE framework has been designed to **collect evidence on VET Excellence.**
- ★ **120 indicators across eight ENE dimensions.**
- ★ **CoVEs are invited to self-assess** against those dimensions that they judge relevant to develop their own **vision for excellence.**
- ★ In 2020 (1st ENESAT wave) 72 CoVEs provided information on their **level of development** in vocational excellence and their **development plans.**
- ★ The **second wave of ENESAT** launched in 2021: ongoing - March 2022-.
- ★ For all ENE Network: ENESAT reveals **overall level of development and relative importance of different dimensions.**
- ★ **Focus: extent to which each CoVE is collaborating with others or has taken on a leadership role.**
- ★ https://www.etf.europa.eu/sites/default/files/2021-10/ene_working_paper_exploring_vocational_excellence_en.pdf

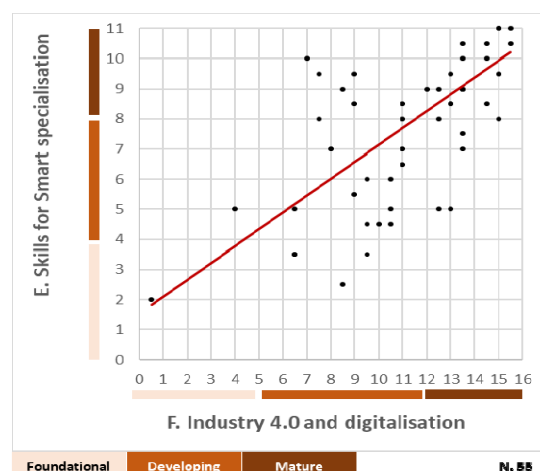
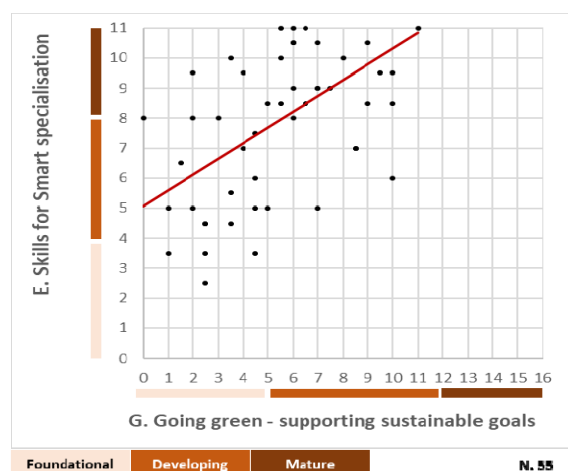
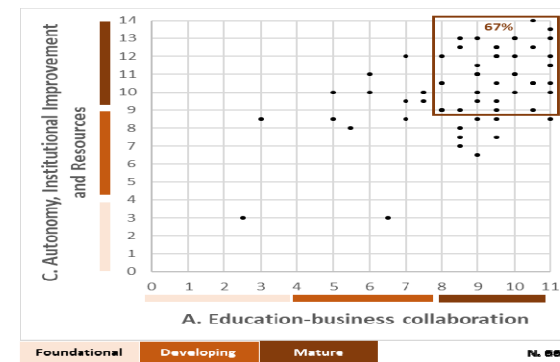
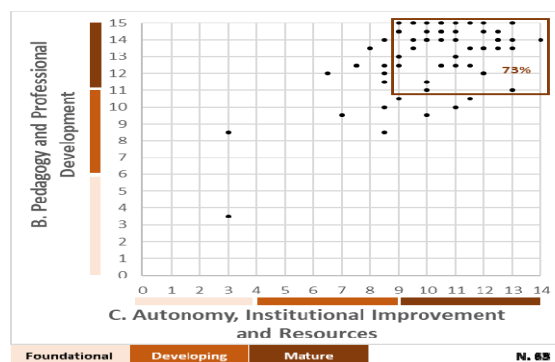
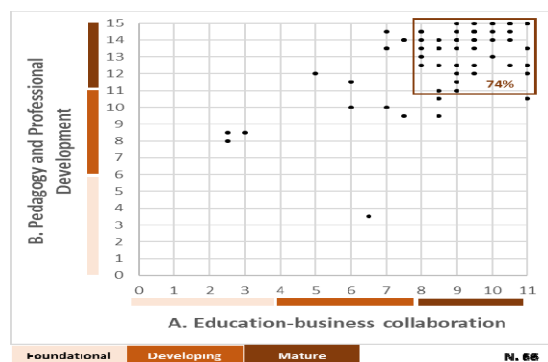
ENESAT : LOOKING AT CoVEs DEVELOPMENT

Overall level of development by ENE thematic dimension



More than 75% of ENE Members assessed themselves as 'mature' in dimensions A, B and C. By contrast 15% of more of ENE CoVEs assessed themselves as 'foundational' in relation to dimensions G and D.

ENESAT : CONSISTENCY & CORRELATIONS OF DEVELOPMENT LEVEL AMONG DIMENSIONS



- **High level of consistency: 'Autonomy,' & 'Pedagogy and Professional development'** dimensions: 73% CoVEs self-assessed 'mature' in both dimensions.
- **Autonomy & 'Education-business collaboration': strong correlation** (67% of CoVEs maturity in both).
- **Autonomy-Education & Business cooperation & Pedagogy and professional development:** Driver-Triangle for CoVEs development/leadership.

**KEY DRIVERS FOR-CoVEs-
EXCELLENCE TRANSMISSION & POLICY LEARNING**



VET INTERNATIONALIZATION -& EXCELLENCE- (I)

- ★ **Internationalization in Education sectors:** intensified 30 years ago. In EU VET, last 20 years (*Copenhagen process*).
- ★ Powerful force for **orientations, operations and development** in Education/VET.
- ★ Crucial: **high level skills-knowledge-attributes** to perform in global/intercultural world (*inter-global-local*).
- ★ Main linked factors: **Economic-Political- Sociocultural and Academic.**
- ★ Target: **H.E & VET:** Mobility (students/staff), recruitments, programs, partnerships, industry networks.
- ★ Geographical Remit: **Developed vs. Developing countries:** vision; models/types, scope/goals; capacities. Attracting vs. Exporting.- Policy learning vs. Policy Borrowing- (*Offshoring/ VET models appropriation*).
- ★ Focus: **Humanistic, Developmental, Cooperative; Commercial/-Marketization-**
- ★ Dilemma: **Tensions vs. Opportunities:** ideological term vs. socioeconomic/developmental trade offs.
- ★ **VET Excellence** -intrinsically/extrinsically- refers- to condition/nature of being international. Excellence concept –(expectations & implementation)- driver to steer VET high-quality /class/performers systems.

ENE -VET EXCELLENCE & INTERNATIONALIZATION-: PROCESS TO *EXCELL WITHOUT BORDERS* (II)

What?

How?

**Strategic Plan for
VET Excellence &
Internationalization**

*Work placements
Abroad (teachers)*

**EC Erasmus (+)
(From 2019-)**

**Mobility /WBL
abroad
(students)**

**Platforms of CoVES /
*Local-international
ECOSYSTEMS***

**International/
Multi/Inter
cultural/Skills &
Competences**

**INTERNATIONAL
POLICY LEARNING
& TRANSFER :
NATIONAL/
ENE CoVEs
TRANSNATIONAL &
INTERNATIONAL
NETWORKS**

**Sectoral CoVEs -
diversification by
international profiles-**

***Skills Competitions
(WorldSkills); EU VET weeks***

**International Training
programmes/modules-
Curricula, Qualifications,-**

***Marketization/Commercialization
products & Services :
international customers***

VET INTERNATIONALIZATION (-& EXCELLENCE) (III)

ENE : TOOL FOR EXCELLENCE & VET INTERNATIONALIZATION

FOCUS		REMARKS
▪ <i>Humanistic</i>	YES	Public -& Private- Aspiration for fostering human capacities (LLL). Inclusion & Equity.
▪ <i>Developmental</i>	YES	Nature of CoVES role in Excellence. Institutional (Staff, Students/ Graduates); Workforce skills development. Policy Transfer: System Change.
▪ <i>Cooperative</i>	YES	Nature of CoVES role in Excellence. Learning partnerships. Mutual-peer- learning. Co-creation. Capacity building. Knowledge transmittion. Policy Learning. Common projects.
▪ <i>Commercial/ Marketization</i>	NO	ENE floor for partnerships: it might allow among CoVES members stablishing alliances and/or perhaps exchanging products/services

ENE EXPERIENCES-Tips- on INTERNATIONALIZATION :

- Many ENE CoVEs still *project-based logics* rather than on **planning strategic approaches**.
- Moving from **practices to inform policy making** is becoming a must to approach system level.
- Some jurisdictions ETF PCs: **competition or cooperation** among institutions for mobility of high-level graduates when they train good people?
- **Teachers and Trainers** professional development powerful Rational/ goal for ENE CoVEs. Teachers are core for continue developing Excellence approaches.
- **Less developed mobility approaches for students** – national/abroad (e.g. challenges: regulation/legislation; recognition of qualifications; bilateral programmes exchanges (etc.).
- **Erasmus (+)**: Amazing role incentivizing ENE CoVEs motivation/mobilization (& worldwide).
- **Awarding Excellence**: Big incentive ENE CoVEs to learn international to support national goals.
- **Big appetite for internationalization**: ENE CoVEs might advice governments to build vision. Perhaps: more questions than answers.

Service Level Agreement (SLA) with European Commission



The Aim

Build a strong international cooperation dimension on Vocational Excellence

The Deliverables

Four Work Packages:

1. Creating an international vocational excellence **quality and development tool**
2. Explore the feasibility of a **Quality award on Vocational Excellence**
3. **Building evidence** to support vocational excellence for the digital and green transitions
4. **Policy support** activities and **capacity building**

The contract

- 24 months contract, starting November 2021
- Deliverables will be integrated in future CoVE support services (launch 2022)

The deliverables

WP1 - Quality and development tool



WP1: Creating an international vocational excellence quality and development tool



Output 1:

A self-assessment instrument that will help **map the progress to vocational excellence**, based on a maturity model that includes the key characteristics of excellence and key activities of the COVE initiative.

Output 2:

Training and coaching (online, and preparation of tutorials) for the use of the tool and its analysis



The deliverables

WP2 - Quality award



WP2: Explore the feasibility of a Quality award on Vocational Excellence



- Aims to provide **visibility and recognition** of concrete achievements and commitment to pursue vocational excellence in its various dimensions



Explore the feasibility of creating of a **quality award on Vocational Excellence**, based on the criteria developed under work package 1 and following the EU's policies and priorities as regards COVEs



The deliverables

WP3 – Building evidence



WP3: Building evidence to support vocational excellence for the digital and green transitions

Study 1:

The role of COVEs in supporting the **digital and green transitions** across the world, and its implications for the VET institutions, as well as for teaching and learning practices.

Study 2:

A mapping study on international best practices on the contribution of VET to **applied research** and **innovation hubs**



The deliverables

WP4 – Policy support & capacity building



WP4: Policy support activities and capacity building

- **Support policy making** in different contexts focusing on the learning generated through activities under packages 1, 2 and 3
- Organize a series of workshops with the objective of **fostering peer learning** and knowledge exchange amongst COVEs
- Activities will support the **planning and roll-out** of the COVE initiative, as an instrument of change, in co-creating skills-ecosystems
- Working closely, and building on the already successful **Communities of Practice** (ENE and the Erasmus+ funded CoVEs)



ENE 2021-2023 (& beyond): *What are some next steps?*

- ✧ Continue **learning on Excellence**, expanding ENE worldwide forging international partnerships (e.g. 2nd Corporate Publication; 3rd ENE Conference).
- ✧ Continue **Meeting ENE member demands** *Vis a vis* whilst facilitating their development through national & international interactions & policy learning.
- ✧ **Continuous improvement** of ENE communication/dissemination and learning actions using both thematic & ENE SAT findings (& EU/ international lessons learned).
- ✧ **Linking ENE & EC (SLA):** Self Assessment (*The **international Dimension of CENTRES OF VOCATIONAL EXCELLENCE**: Building a strong international cooperation dimension on Vocational Excellence*); *studies on digital, green and applied research; Awarding excellence & policy dialogue- building capacities.*
- ✧ **Tackling Challenges :** Building ENE CoVES vision to inform policy reforms; Transmitting Excellence models- Shaping & Sustaining Excellence approaches for international cooperation. Corelating ENE thematic approaches

**...LET'S EXCEL TOGETHER...
THANK YOU VERY MUCH !**

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**[https://www.etf.europa.eu/en/projects-campaigns/projects/
Vocational excellence | ETF \(europa.eu\)](https://www.etf.europa.eu/en/projects-campaigns/projects/Vocational%20excellence%20|ETF%20(europa.eu))**

**Open Space:
[Setting Up the new ETF Network for Excellence \(ENE\)](#)
[Open Space \(europa.eu\)](#)**

***...NETWORKS ARE VITAL KNOWLEDGE TOOLS FOR MANAGING
COMPLEXITY, BOOSTING COOPERATION , IMPROOVING INDIVIDUAL &
COLLECTIVE CAPACITIES, CO-CREATING AND TRANSFERING NEW
KNOWLEDGE; FOR MOTIVATING OURSELVES AND GIVING OUR BEST TO
THE OTHERS AND...
FOR BUILDING TOGETHER SYSTEMIC CHANGES...***