



NEW VET

NETWORK FOSTERING THE EUROPEAN WORK-BASED
LEARNING SYSTEM FOR VET PROVIDERS

FINAL EVALUATION REPORT

WP2 QUALITY MONITORING

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Executive Summary

This document is the Final Evaluation Report of NEW VET "Network fostering the European Work-based learning system for VET providers", a project co-funded by the European Union Erasmus+ KA3 Support for Policy Reform programme that run from 1 November 2019 to 30 May 2022. Its objective is to report on all the activities implemented during the project lifetime by aggregating the main findings of the on-going monitoring activities. In this way it concludes the continuous quality assurance process applied throughout the project duration for project outputs and results.

The report is structured as follows: The first chapter presents the scope and methodology of the report, introduces the reader to the main elements of the NEW VET project and presents how partners managed to overcome the challenges posed by the COVID-19 pandemic. In chapter two it discusses all project activities per work package and -where available- uses quantitative and qualitative data to analyse the impact of their outcomes. In chapter three it presents the project partners' views and testimonies. Chapter four concludes with the lessons learnt and the way forward for the NEW VET partnership and results.

The conclusions of the report are the following:

- ✓ NEW VET transnational capacity building programme created a peer learning community where partners experienced well-established models for VET cooperation practices and worked for new cooperation activities to be implemented within their networks - at national level - and with cross-borders partnerships at the European level.
- ✓ By creating the NEW VET peer learning community partners not only met the objectives of exchanging experiences at EU level but also had the opportunity to change their perspectives, thus shaping new visions for the internationalization of their organisations.
- ✓ The NEW VET project has successfully managed to overcome the severe risks posed to its implementation by the COVID-19 restrictions due to the efforts of the Project Coordinator, the experience, commitment and shared vision of all project partners and the support of EACEA.
- ✓ The positive impact of the cooperation and exchange is recognized among NEW VET partners who have decided to sign of a Memorandum of Understanding that provides for new areas of cooperation, the sustainability and exploitation of project results as well as enduring collaboration arrangements.
- ✓ Overall, the NEW VET project has successfully contributed to achieving the respective Call's objectives to support the establishment and/or reinforcement of VET providers' networks and partnerships.

1. INTRODUCTION

This document is the Final Evaluation Report of the NEW VET project. Its objective is to report on all the activities implemented during the project lifetime by aggregating the main findings of the on-going monitoring activities. In this way it concludes the continuous quality assurance process applied throughout the project duration for project outputs and results.

The methodology used for this evaluation report aligns with the *D8 Quality plan and Risk Management Toolkit* evaluation criteria and tools. The data deployed for this report is both quantitative and qualitative based on documents and survey analyses. Surveys included both closed- and open-ended questions and were distributed online through google forms.

More specifically, this report uses the findings of the following evaluation tools:

- Risk Management Toolkit (D8 Quality Plan and Risk Management Toolkit, ANNEX I).
- Internal project evaluation form (D8 Quality Plan and Risk Management Toolkit, ANNEX VI).
- Training Questionnaire Template (D8 Quality Plan and Risk Management Toolkit, ANNEX VII), and
- Meetings and Events Questionnaire Template (D8 Quality Plan and Risk Management Toolkit, ANNEX VIII).

In addition, this report presents the NEWVET partners' testimonies on key project aspects: the overall quality of the project, its impact, dissemination and sustainability. The testimonies were collected at the final Evaluation Session held in the framework of the 7th Steering Committee Meeting in Nova Gorica, Slovenia on 5 April 2022. The objective of the Session was to generate a general reflection on the whole project activities and results achieved during the NEW VET project lifetime.

The report is structured as follows: in the remaining first chapter it introduces the reader to the main elements of the NEW VET project and presents how partners managed to overcome the challenges posed by the COVID-19 pandemic. In chapter two it discusses all project activities per work package and -where available- uses quantitative and qualitative data to analyse the impact of their outcomes. In chapter three it presents the project partners' views and testimonies. Chapter four concludes with the lessons learnt and the way forward for the NEW VET partnership and results.

This report is a public deliverable and will be communicated through the official channels of NEW VET project dissemination. Its audience is primarily the members of the NEW VET consortium and their representatives at the project's Steering Committee, as well as other ERASMUS+ project implementors. Moreover, the report audience is the NEW VET project reviewers, EACEA and other European Commission services.

1.1. Overview of the NEW VET project

NEW VET “Network fostering the European Work-based learning system for VET providers” was a project co-funded by the European Union Erasmus+ KA3 Support for Policy Reform programme. It run from 1 November 2019 to 30 May 2022 – its initial end date (31/10/2021) has been extended because of implementation problems that occurred due to COVID19-related restrictions.

The aim of NEW VET was to support the establishment of a European cooperation scheme for a pilot group of VET Providers coming from Italy, France, Germany, Slovenia and Greece, seeking at a more efficient development and effective implementation of Work Based Learning systems at national levels.

More specifically, NEW VET had the following three objectives:

1. Systematise national networking opportunities for VET providers to further become effective lever in supporting VET reforms at national and EU level.
2. Increase the quality of national VET systems for the effective implementation of EU recommendations and tools, especially concerning ECVET.
3. Raise awareness on Work-Based Learning to make VET a more popular and attractive system among learners, parents, teachers and companies.

Each objective was clearly linked to specific project activities.

The NEW VET Roadmap



To achieve its objectives, NEW VET involved highly experienced, dynamic networks of VET providers from the participating countries and key associated partners.

NEW VET PARTNERS	
	<p>The Coordinator IAL Marche is a social enterprise providing VET services at regional level, as member of the national IAL network in Italy it has been designed to foster WBL approaches and activities on behalf of the whole IAL network.</p>
	<p>Lycée C. et A. Dupuy- Greta du Velay is a VET regional network gathering 12 VET public schools in the South of the Auvergne Region in France. It delivers around 300.000 training hours per year to 2000-2500 learners and it is member of the GRETA "Groupement d'établissements publics d'enseignantis" national network founded in 1975.</p>
	<p>Šolski center Nova Gorica (ŠC NG) is one of the biggest vocational educational and training centres in Slovenia, counting more than 3000 learners. ŠC NG is listed as one of the Centres of Vocational Excellence (CoVEs) that are developing into an important component of EU VET policy.</p>
	<p>IHK-Projektgesellschaft mbH is the subsidiary company and VET provider of the Chamber of Commerce of Frankfurt on Oder and it is in charge of promoting and implementing the dual VET system in Germany by leading VET-Business networks.</p>
	<p>ReadLab is a research institution that aims to generate positive social and sustainable impact through innovation. It brings together a multidisciplinary team of specialized researchers in the fields of Health, engineering, communication technologies, education and social and political sciences with a long experience in project management and implementation of national, EU-funded and international projects.</p>
	<p>WELCOME Aps is a youth organisation and VET provider in Italy focusing on the young human capital skills development through VET mobility experiences.</p>
NEW VET ASSOCIATED PARTNERS	
	

In addition, NEW VET was designed with respect to the different levels of VET development in the participating countries: Italy, France, Germany, Slovenia and Greece.

NEW VET acknowledges the different levels of development in VET

In ITALY, NQF was completed in 2016 and it was the first step in line with the EQF. It has defined a learning outcome approach but not yet widespread. Often, teachers and trainers aren't totally aware of the approach and they do not know the EU possibilities that it offers to learners and trainers. Furthermore, at VET providers level there are different levels of knowledge about EU instruments and tools.

In FRANCE, the national reform of the VET system started in May 2018 seeking at better aligning vocational education and training with labour market (inspired by the success of the German dual VET system based on the apprenticeship legal framework for the Work Based Learning). This generates high competition among VET providers and the consequent need for increasing quality level of their training offers.

In GERMANY, the dual VET is suffering from a drain of students towards academic education, thus companies need skilled workers but they lack of potential applicants to be trained in order to meet their demand of technical specialists in the future. Also this system need to be strengthened with regards to making VET more attractive/modern for students, presenting it as equal choice alongside academic education with excellent career opportunities.

In SLOVENIA, VET is generally provided by public schools, thus the main challenge is to better match key skills/competences with specific labour market needs and establish long lasting cooperation with private companies to have an effective WBL approach.

In GREECE, VET is characterised by complexity of the legal framework, mismatch with the labour market needs and higher dropout rates. VET seems to remain a second choice and often attracts low performers.

NEW VET piloted an empowering approach for multilevel cooperation. The participating VET providers:

- ✓ participated in a capacity building programme that addressed 5 hot topics connected with the effectiveness of the system,
- ✓ translated the main lessons learnt into specific pilot actions by drafting new/revised long term internationalisation strategies, implementing joint coaching programmes for VET teachers, mentors/tutors and in-company trainers and proposing selected portfolio of national/EU cooperation activities.

- ✓ Spread the attractiveness of the VET system, the “Share your Story” digital storytelling national contests and awards, providing the winners with the opportunity to become NEW VET ambassadors and participate in the “EU Vocational Skills Week”.

Specific project activities are discussed in Chapter Two.

The main NEW VET project target groups were the following:

VET PROVIDERS reached by:

- ✓several NEW VET knowledge-sharing activities scheduled by the web-based dissemination plan.
- ✓direct e-mailing activities based on a key audience list developed at the beginning and updated during the project.
- ✓capacity building hotspots for NEW VET partners to share their best experiences and to promote the mutual learning among VET organisations
- ✓invitations to participate in Networking events to exchange perspectives and new cooperation opportunities with their European peers
- ✓Awareness Seminars (restricted to national VET Providers' Network) to further transfer expertise and support mainstreaming of project results to the network's members.

VET LEARNERS AND THEIR PARENTS reached by:

- ✓the web-based dissemination activities and social media marketing making VET a more popular and attractive system.
- ✓all the activities related to the promotion of the EU Vocational Skills Week by addressing them the “Share your Story” digital storytelling national contests and
- ✓the opportunity to become NEW VET ambassadors and to represent the project in the European Vocational Skills Week organised by the European Commission and the national collateral events.

ACTORS INVOLVED IN THE WBL SYSTEM reached by:

- ✓NEW VET knowledge-sharing activities scheduled by the web-based dissemination plan,
- ✓invitations to participate in Networking events to exchange perspectives and new cooperation opportunities with VET providers
- ✓involving them in all the activities related to the promotion of the EU Vocational Skills Week and in the very organization of the national collateral events.

1.2. Overcoming the COVID-19 emergency

The NEW VET project implementation coincided with the COVID-19 outbreak. Consequently, many project activities had to be revised and adapted to the unprecedented situation. Three amendments to the project Grant Agreement were requested to and granted by EACEA.

The first amendment to the project Grant Agreement¹ dealt with a key issue for project implementation: its contribution to the European Vocational Skills Week. According to the initial proposal, the NEW VET project organized a digital storytelling contest (Task 5.1) among those VET learners, VET teachers/tutors and in-company trainers/mentors linked to all the members of national and regional partners' networks. Then, together with the contest, two editions of national awards (Task 5.2) were to be held to give the opportunity to 3 winners from each Partner country to participate in the official events of the "EU Vocational Skills Week" being NEW VET ambassadors. Finally, several collateral events (Task 5.3) - among those TEDxVET initiatives and FLASH MOBs were to be organised at each partner's country level during the 2020 and 2021 VET Skills Weeks aimed at raising the attractiveness of VET, while reaching out to a wide audience, including parents, learners, teachers, companies, and in particular SMEs.

Following the COVID-19 outbreak and the respective travel restrictions, the Italian, French, Slovenian, German and Greek winners were eventually awarded with tangible prizes (i.e. electronic tablets). The award ceremonies took place during the national collateral events, organised online in the framework of the EU Skills Week 2020 and 2021/22 and widely web streamed to the whole European public.

The second amendment to the project Grant Agreement² prolonged the project duration for six months, that is to April 2022, modified the project budget and brought significant changes to the project work programme, discussed in the following chapter³.

The third amendment to the project Grant Agreement⁴ prolonged further the project duration for one month, that is to **31 May 2022**, so that the project WP5 activities *Spreading the Attractiveness of the VET system* coincide with the European Vocational Skills Week to take place from 16 to 20 May 2022.

A special questionnaire, sent twice to project partners and presented in the *D10 2nd Evaluation Report* and *D11 3rd Evaluation Report* investigated how the NEW VET project partners apprehended and dealt with the COVID-19 challenges to both project implementation and the day-to-day functioning of their organizations. The main results are the following:

¹ REF. Ares (2020)4321032 – 19/08/2020

² REF. Ares (2021) 4313893 - 02/07/2021

³ Under Work Package 1: Management and Coordination

⁴ REF. Ares (2022) 2496579 – 04/04/2022



Although the pandemic has caused disruptions on the daily operation of partner organizations these were of different intensity: for some partners these disruptions were severe, for others modest and for some others mild. All made adjustments to the way they work, adopting teleworking and sanitary measures when working in situ. Partners have also re-organized courses and have developed for them online support.



Concerning the NEW VET project implementation, most project partners were satisfied with the 'digitalization' of their work during the pandemic and with the communication flow and digital meetings among the NEW VET partners. Satisfaction levels were low regarding the travel/ the postponement of transnational activities due to the COVID-19 restrictions, yet respondents recognized the severity of the situation and replied that they were not willing to travel. Most of the respondents were satisfied with transferring the NEW VET educational and training activities online, yet there was a high degree of dissatisfaction with the online dissemination activities during the pandemic.

As put by one of the respondents:

"It is not possible to say that the pandemic did not have its repercussions in the project, but it is important to point out the ability of all partners to readjust and reprogram their activities".

2. OVERVIEW OF THE PROJECT ACTIVITIES

Work Package 1: Management & Coordination

The aim of Work Package 1 was to ensure the sound project management and coordination during the whole project implementation through three interlinked tasks:

- 1) the setting up and working of project management structure and bodies;
- 2) the organisation of regular Steering Committee meetings to jointly discuss, plan, follow-up and evaluate common project activities;
- 3) the implementation of the reporting procedures to EACEA to ensure a sound financial control of project budget.

Key facts:

- ✓ 7 Steering Committee meetings convened.
- ✓ Timely and effective mitigation of risks related to COVID-19 restrictions.
- ✓ Close cooperation with EACEA; successful submission of the Interim report and of 3 amendment requests.
- ✓ Smooth functioning of the Steering Committee; close cooperation and sense of ownership among partners.
- ✓ Effective financial management.

CO_P1- IAL Marche was the partner responsible for correct implementation of WP1, for the achievement of its objectives and the timely submission of the related deliverables.

A **Steering Committee** was the body responsible for the effective management, coordination, decision-making monitoring and evaluation of all the project activities. The Steering Committee members and deputy members were appointed at the project kick-off meeting, consisting of the project managers and the financial managers appointed by each NEW VET project partner (2 SC members for each partner). Decisions were taken according to the principle of one man - one vote (decisions are taken by a majority of two-thirds (2/3) of the votes) ensuring the on-time implementation of the work plan.

NEW VET Steering Committee members had the following roles and responsibilities:

The Project Coordinator (CO_P1) was the intermediary between the project partners and EACEA (representing the European Commission) and was responsible of all the activities needed to ensure an effective implementation of project activities by:

- ✓ Ensuring the overall project management, coordination of activities and sustaining partners in the day-to-day implementation of project activities;
- ✓ Supporting an effective communication among all partners and with the EACEA/European Commission;
- ✓ Supervising the financial and administrative progress and reporting of the project also by ensuring the timely submission of all deliverables and reports (including financial statements);
- ✓ Attending the official meetings in Brussels organised by EACEA and chair the regular Steering Committee meetings organised with project partners.

The Work Package Leaders (P2, P3, P4, P5 and P6) were responsible for the management of their respective WPs and for the achievement of their objectives, also assuring the completion of their WP activities and the timely submission of the relative deliverables. The WP leaders were supported by the Tasks Leaders being responsible for the management and implementation of specific activities belonging to specific WPs.

The Financial managers (CO_P1, P2, P3, P4, P5 and P6) were responsible for the sound management of the project funds and in relation to the implementation of the specific activities assigned to each partner organisation.

During the project lifetime **seven Steering Committee meetings** were held (Table 1).

Meeting no	Location	Date
SC-I	IAL NAZIONALE headquarters, Rome	20 January 2020
SC-II	Online due to the COVID-19 lock-down restrictions	13 May 2020
SC-III	Online due to the COVID-19 lock-down restrictions	21 September 2020
SC-VI	Online due to the COVID-19 lock-down restrictions	25 February 2021
SC-V	ReadLab EU & International cooperation office, Athens	23-24 September 2021
SC-VI	Online due to the COVID-19 lock-down restrictions	13 January 2022
SC-VII	Šolski center Nova Gorica headquarters, Nova Gorica	5-6 April 2022

Table 1: The NEW VET Steering Committee Meetings

In line with the NEW VET *Quality Plan and Risk Management Toolkit (D8)*, project partners were invited to submit their views, comments and feedback in respect to each Meeting⁵. Overall, the questions related to the preparation, quality and effectiveness of the meetings rated high. The only recurring criticisms concerned (a) time management of the meetings and (b) the online format of meetings that were initially planned to be held in-person⁶.

Partners have repeatedly expressed their satisfaction with the effective cooperation and the fruitful exchange of ideas and experiences among the Consortium members. As put by one of the respondents to the 6th Steering Committee Meeting evaluation form:

“We are a project team really committed to the project topics and objectives”.

Cooperation was further facilitated by a shared digital area shared only by NEW VET project team members in Basecamp.

Under the guidance of CO_P1- IAL Marche and with significant input from all Steering Committee members, the NEW VET project managed to successfully mitigate the risks related to the COVID-19 restrictions through three key amendments to its work programme and budget (see section 1.2.). It was mainly the second amendment to the project Grant Agreement that brought about significant changes to the project work programme as it prolonged the project duration for six months, that is to April 2022 and modified the project budget. These changes per Work Package are the following:

Work Package 1 - Management & Coordination: The amendments rescheduled the initial project Steering Committee meetings, made provisions for their online organization and added two new meetings in December 2021 in Greece and in March 2022 in Germany. In addition, as a mitigation measure to COVID-19 emergency, virtual monthly meetings were organized by the Project Coordinator to better monitor and follow-up the impact of COVID-19 on the sound and timely implementation of project activities and to promptly carry out any corrective action to avoid other delays or ineffective implementation of project tasks.

Work Package 2 - Quality Monitoring: The amendments rescheduled the initial project Evaluation Sessions and added two new meetings to take place in parallel to the new Steering Committee meetings (see WP1 above). In addition,

⁵ Surveys administered through google forms and available online. The questions were built on a Likert scale ranging from 1=completely dissatisfied to 5=completely satisfied. Open ended questions were also included.

⁶ Although respondents recognized the severity of the COVID19 emergency and would not wish to travel.

a new Evaluation report (Deliverable 12a) reported on project activities of month 25 to month 30, ie. November 2021 to April 2022.

Work Package 4 - Empowering the Multilevel Cooperation: The activities related to *Task 4.2 Joint coaching programmes for VET teachers, mentors/tutors and in-company trainers* were held Online. In addition, the *D19. Training Module* included the knowledge and material developed under the two new Training Hotspots added in WP3.

Work Package 5 - Spreading the Attractiveness of the VET System: Based upon the EACEA recommendations and partners' experience from the 2020 organization of the National "Share your story" Contests, the Amendment provided for the following:

- ✓ the 2021 National "Share your story" Contests edition project partners to award national winners with tangible prizes (i.e. electronic tablets) delivered during national collateral events.
- ✓ the National Vocational Skills Week collateral events could be organized online; two new possible formats of the events were described: "A café with a VET role model" ie. an Online interview with a role-model such as one of the contest winners or a VET ambassador, focusing on how the VET choice changed his/her life and "A 'Share your Story' awarding conference".

Work Package 6 - Project Communication and Dissemination: The Amended Grant Agreement provided for the following:

- ✓ The project Dissemination Action Plan and Key Audience list was updated and revised with the aim to promote the impact of all the dissemination and communication activities carried out online due to the COVID-19 restrictions.
- ✓ The Networking Café aiming at fostering and strengthening networking activities between the VET providers and their peers coming from different countries of NEW VET partnership were rescheduled in parallel to the organization of the Steering Committee meetings in Slovenia (September 2021) and Greece (December 2021).
- ✓ Two national awareness seminars were organised, aiming to transfer and mainstream the general lessons learnt by partners from their participation in the NEW VET WP3 Capacity building programme / Training Hotspots. The first seminar took place before the enrolment of the teachers and trainers in the coaching programmes of Task 4.2, with the aim to disseminate the lessons learnt and to motivate Teachers/Trainers/in-company trainers to attend the courses. The second seminar was organised by the end of the pilot coaching programmes by involving beneficiaries having attended the pilot training courses. The events could be organised in presence or online.
- ✓ One European-level Seminar was organized at the end of the project with the aim to transfer and mainstream not only the capacity building experience but also the multilevel cooperation activities piloted by project partners with their WBL local actors.

Moreover, the project has had a sound financial management and the support of EACEA in all significant crossroads.

Work Package 2: Quality Monitoring

The aim of Work Package 2 was to track progress on project achievements and to evaluate the quality of results and impact achieved, in respect to those set out by the project. A continuous monitoring and evaluation system was put in place to improve the quality of project performance, to reduce risks, to support conflict resolution and to propose mitigation measures where needed.

The NEW VET monitoring and evaluation system was based on the following:

Risk identification and mitigation: The WP2 Leader appointed a Risk Manager, responsible for tracking efforts to reduce risks, leading any conflict resolution processes and propose mitigation measures. Each project partner - through its appointed Steering Committee member – tracked the risks connected to activities implementation, took actions needed to further reduce the risk, identified any further risks and assessed and implemented strategies to mitigate risks.

On-going monitoring of project activities was carried out on a regular basis to assess their quality standards, improve their management and coordination, implement mitigation measures and conflict resolution (if needed). Outcomes of this monitoring process were analysed in Evaluation Reports and discussed by project partners during specific Evaluation Sessions held in the framework of every Steering Committee Meeting.

A **Quality Assurance Plan** generated a standard process across all project deliverables, acting as an agreed standard for decision making, risk management and impact consideration. It contained the methods, procedures, criteria and tools applied during the NEW VET project implementation for assuring the evaluation of the project's outputs in a systematic way.

Key facts:

- ✓ Eight annexes in the Quality Assurance Plan set out from the beginning of the project its Risk Management Toolkit, Templates for Reports, Deliverables, Presentations, Agenda and Minutes, an Internal Project Evaluation Form, a Training Questionnaire and a Meetings and Events evaluation Form.
- ✓ A special COVID-19 Impact evaluation form was also used.
- ✓ 5 Evaluation Reports and 1 Final Report drafted.
- ✓ Each Evaluation Report contained – among others - a risk analysis and recommendations for the next implementation period.
- ✓ 7 Evaluation Sessions held in parallel to the Steering Committee Meetings.

The methodology used for monitoring project progress was set out at the beginning of the project in the *D8 Quality plan and Risk Management Toolkit*. Questionnaires were used for collecting both qualitative and quantitative data on the project progress and quality of implementation (Internal Evaluation Form), the NEW VET Trainings (Training Questionnaire Template) and Meetings and Events (Meetings and Events Questionnaire Template). The respective surveys were administered through google forms and made available online through the project's restricted Basecamp platform. All project partners were invited to reflect and provide their answers. The quantitative questions were built on a Likert scale ranging from 1=completely dissatisfied to 5=completely satisfied. In addition, all surveys contained open questions for comments and suggestions.

The Evaluation Reports were structured in an essentially similar way. They all started with an executive summary and an introduction presenting the scope of the document and its structure and methodology. In the second part, the reports provided an overview of the project activities for each implementation period. The third part contained an analysis of the qualitative and quantitative data collected in respect to the activities implemented. The fourth part provided risk identification and mitigation analysis for the forthcoming implementation period. All reports ended with conclusions and recommendations. In annexes the reports presented in detail illustrations of the quantitative data collected.

Whenever deemed necessary the contents of the Evaluation Reports were adjusted so as to provide significant input to project delivery. Therefore, in addition to the contents above, the 2nd and 3rd Evaluation Reports included an analysis of the impact of COVID-19 to both the NEW VET partner organizations day-to-day functioning and project progress. The 4th Evaluation Report contained a detailed analysis of the amended NEW VET work programme and an Annex with the amended list of project deliverables.

In line with the project proposal provisions, the final project Evaluation Session that took place in parallel to the project 7th Steering Committee Meeting generated a general reflection on the whole project activities and results achieved during the NEW VET project lifetime. The outcomes of the session are presented in Chapter Three.

Work Package 3: Transnational Capacity Building for VET Providers

The aim of Work Package 3 was to provide VET providers partners with transnational capacity building hotspots in which they could share their experiences and best practices and to promote the mutual learning among VET organisations. In this way the capacity building at VET providers level laid the ground for the further cooperation activities supporting partners in working together at national and European level (see WP4).

Key facts:

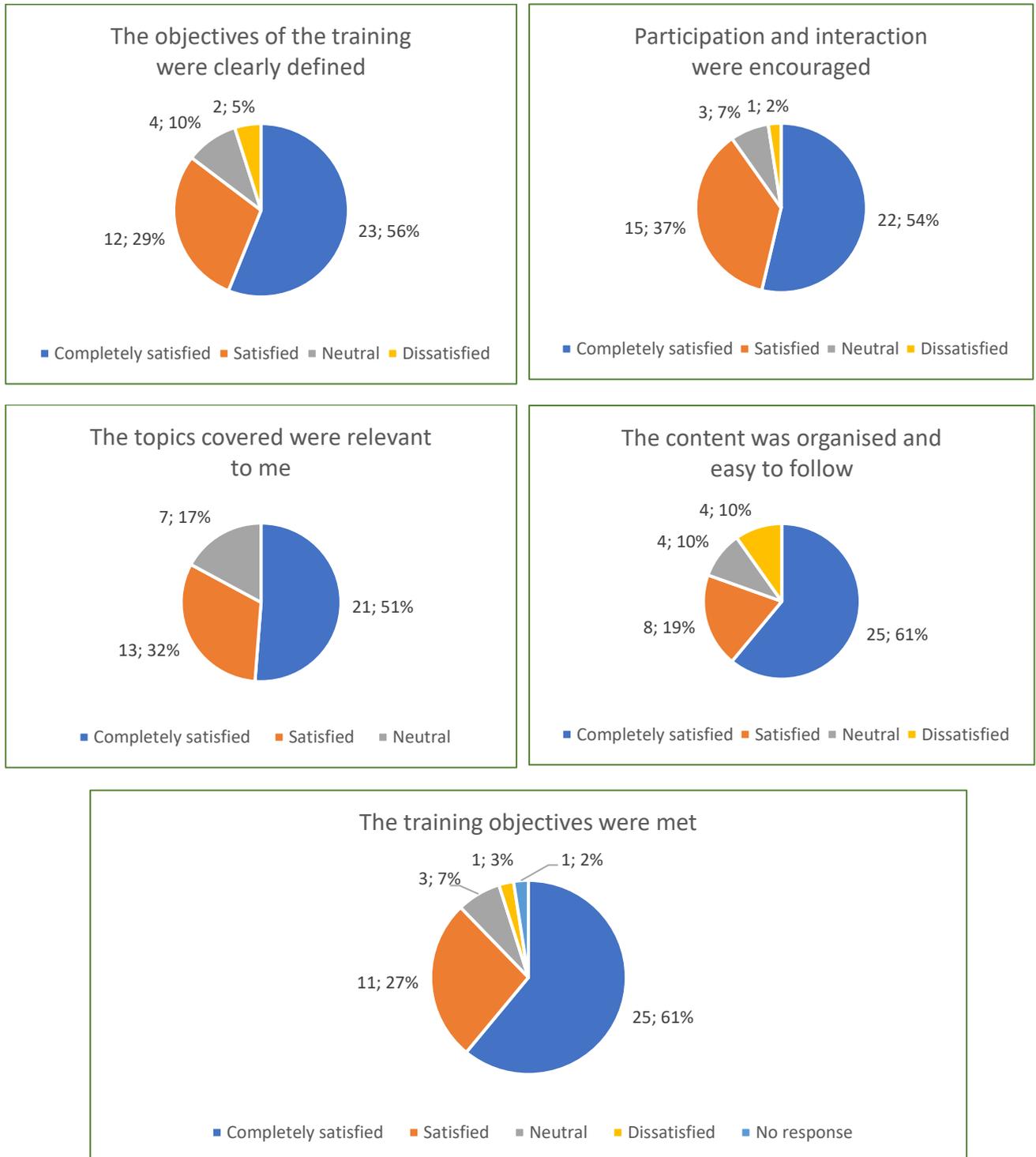
- ✓ The NEW VET capacity building hotspots considered by EACEA one of the top 4 good practices for VET providers.
- ✓ 5 Training Hotspots organized; one in each NEW VET country.
- ✓ Overall, the Training Hotspots have highly satisfied their audience.
- ✓ All Training Hotspots are public project deliverables and available online.
- ✓ A Lessons Learnt Compilation discusses lessons learnt from each Training Hotspot.

Five (5) Training Hotspots were held in total (Table 2). Although the original project workplan provided for the organization of three training hotspots, following EACEA's recommendations, the NEW VET partnership requested an amendment to the project plan adding two more training hotspots to be organized by Šolski center Nova Gorica (Slovenia) and ReadLab (Greece). Due to COVID-19 travel restrictions most of the NEW VET Training Hotspots were held online.

Hotspot Training	Theme	Organizer	Format	Delivery Date
1	EU funding instruments for VET systems	IAL Marche (Italy)	Rome, Italy	21 to 24 January 2020
2	Transferring ECVET system and tools to the national WBL experiences	Greta du Velay (France)	Online	3, 11 & 15 December 2020
3	Implementing high quality and efficient WBL system at national/ regional level	IHKPG (Germany)	Online	28 January, 4 & 9 February 2021
4	Innovation in VET for Green and Digital Europe	ŠCNG (Slovenia)	Online	22 April 2021
5	Digital transformation of VET and the impact of the pandemic on traditional teaching	ReadLab (Greece)	Online	6 July 2021

Table 2: The five NEW VET Training Hotspots

In line with the NEW VET *Quality Plan and Risk Management Toolkit (D8)*, trainees were invited to submit their views, comments and feedback in respect to each Hotspot Training⁷. The analysis of the responses⁸ from all five Training Hotspots shows that there is a high degree of satisfaction, as illustrated in the figures below.



⁷ Surveys administered through google forms and available online. The questions were built on a Likert scale ranging from 1=completely dissatisfied to 5=completely satisfied. Open ended questions were also included.

⁸ 41 responses were collected in total.

The *D17 NEW VET Lessons Learnt Compilation* contains (a) an overview of each Training Hotspot (b) a Lessons Learnt section for each Training Hotspot and (c) Summary and Recommendations for each Training Hotspot. Its aim is to summarise the main lessons learnt by project partners during the Capacity Building programme so as to further transfer those lessons to respective WBL national frameworks in order to maximise cooperation opportunities among VET providers and also other stakeholders.

The NEW VET capacity building hotspots have been distinguished by the Education, Audiovisual and Culture Executive Agency of the European Commission (EACEA) as one of the **top 4 good practices for VET providers**.

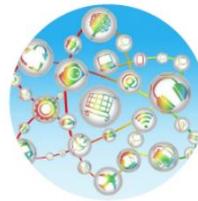
Good Practices



Enne:
Interviews with role models to promote mobility & MOOC to foster quality in mobility projects



VETFest:
Innovative training on new technology & entrepreneurial skills



IIoTNET: Survey involving over 700 SMEs on needs in the area of IoT



New VET:
Capacity building hotspots, e.g. on ECVET, EQAVET



Image 1: NEW VET capacity building recognized as a good practice

All Work Package 3 deliverables are freely available to download from the Results section of the NEW VET project website <https://newvet-project.eu/results/> or to watch at the NEW VET facebook page: New VET - Project.

Work Package 4: Empowering the Multilevel Cooperation

The aim of WP4 is to pilot the main outcomes of the WP3 transnational capacity building into the national WBL frameworks of the NEW VET partners. In this way it is expected to:

- ✓ further enable them to share knowledge with their network's members,
- ✓ foster their operative ability to work together and their capacity to build cross-border cooperation relationships for VET quality and attractiveness.

In order to empower the multilevel cooperation, the hot topics addressed by the capacity building were translated into local actions to support VET providers in drawing their long term internationalisation strategies (Task 4.1), to promote joint coaching programme for teachers, mentors/tutors and in-company trainers (Task 4.2) and to implement a selected portfolio of target cooperation activities (Task 4.3) with other actors belonging to their national WBL frameworks.

Key facts:

- ✓ 6 Internationalization Strategies drafted.
- ✓ A Training Programme for teachers and in-company trainers drawn, adopted to national needs and taught in the 5 NEW VET countries.
- ✓ A Memorandum of Understanding among NEW VET partners contains not only a comprehensive mobility proposal for VET teachers and mentors/tutors but also provisions for the further development and exploitation of the NEW VET project cooperation and results.

Under Work Package 4 the project partners drafted their internationalization strategies. According to the project description, VET provider partners were to elaborate *“new and/or revised long-term internationalisation strategies to establish solid cooperation partnerships and to systemise mobility opportunities for their teachers/mentors/trainers and for their learners”*. The strategies were based on the main lessons learnt through the WP3 capacity building on how to effectively approach and to further benefit from the EU funding instruments. To ensure the Strategies' coherence *“Guidelines on Drawing Internationalisation Strategies for VET Providers”* were developed as a base document. The drawing of the Strategies provided, once again, a great opportunity for NEW VET partners to exchange experience and support.

Moreover, the *D19. Training Module* for the NEW VET Joint Coaching Programme for VET Teachers, Mentors/ Tutors and In-company Trainers was drafted by the WP4 leader, Lycée C. et A. Dupuy – Greta du Velay. All partners contributed to ensure that the Training fits the target group needs in each project country. The aim of the Training Module was to raise the quality of the

Work Based Learning (WBL) paths. It has been available through the Lycée C. et A. Dupuy – Greta du Velay Moodle Platform (Image 2).

The NEW VET Training Module is based on the conclusions of the ET 2020 Working Group on Vocational Education and Training 2016-2018, which identified 20 guiding principles for high-performance apprenticeships and work-based learning and examined them from the perspective of teachers and trainers to propose 12 policy pointers in a report titled “Teachers and trainers matter”. The Course has been organized around the same four challenges: (1) Specifying the roles and responsibilities of teachers and trainers, (2) Equipping teachers and trainers for key challenges, (3) Strengthening the professional development of teachers and trainers and (4) Fostering collaboration to support their work.

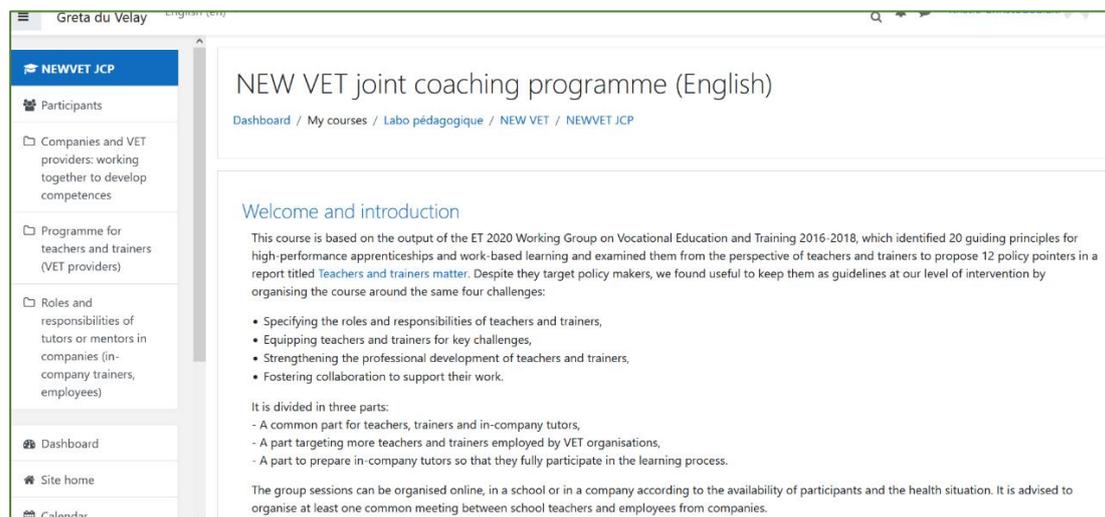


Image 2: The Greta du Velay Moodle platform

The NEW VET Training Module was delivered through a Coaching Programme in all five NEW VET partner countries. The resulting *D20 Coaching programme packs* contain: (a) the coaching programmes and timetable, (b) list of participants, (c) training material delivered and (d) EU tools used for each partner delivering the programme. Experiences from the Coaching Programmes delivery informed the final delivery of the *D19. Training Module*, a public project deliverable uploaded in the Results section of the project website.

Discussions among partners about the preparation of *D21 Mobility proposal for VET teachers and mentors/tutors* concluded that D21 should be reinforced to capitalize and support the continuation of the successful collaboration between among NEW VET partners. Therefore, D21 has taken the form of a **Memorandum of Understanding for the further development and exploitation of the NEW VET project results**, including, among others, short-term projects for

mobility of learners and staff, the organization of yearly exchanges, preparatory activities for learner and staff mobilities, etc.

Work Package 4 significantly contributed to partners' understanding of the value of both strategic planning and cooperative approaches for internationalisation and mobility.

Work Package 5: Spreading the Attractiveness of the VET System

The aim of Work Package 5 was to directly foster the dissemination and support for the implementation of the VET policy agenda, both at each national level and at EU level, to widely mainstream knowledge, feedback and experience of VET policy implementation and further strengthen the sharing of best practices on VET excellence. WP5 activities focused on contributing to the European Vocational Skills Week by:

- ✓ organizing a digital storytelling contest (Task 5.1) among those VET learners, VET teachers/tutors and in-company trainers/mentors linked to all the members of national/regional partners' networks and
- ✓ holding two annual editions of national awards (Task 5.2) to give the opportunity to 3 winners from each Partner country to participate in the official events of the "EU Vocational Skills Week" representing the NEW VET project goals and results.

Collateral events (Task 5.3) organised at each partner's country level during the 2020 and 2021 VET Skills Weeks aimed at raising the attractiveness of VET, while reaching out to a wide audience, including parents, learners, teachers, companies, and in particular SMEs.

Key facts:

- ✓ A "Share Your Story data collecting platform" was created, with special attention to participants' personal data protection.
- ✓ More than 100 Stories shared.
- ✓ Winning stories were added at the European Commission's "VET Stories" page: https://ec.europa.eu/social/vocational-skills-week/vet-stories_en
- ✓ 10 national collateral events organized in the framework of the European Vocational Skills Week 2020 and 2022 in the 5 NEW VET countries.
- ✓ The Consortium, with the support of EACEA, mitigated in a timely and effective manner risks caused by the COVID-19 outbreak.

Work Package 5 implementation was severely affected by the COVID-19 outbreak. The 2020 edition of the D23 “EU Vocational Skills Week” 2020 national winners packs had to be modified entirely due to both the restrictions and overall unattractiveness of travel and the online delivery of the European Vocational Skills Week 2020. After consulting with the EACEA, the Consortium has altered the D23 contents from participation in the EU Skills Week official events hosted in Berlin to a tangible award (ie. an electronic tablet). These adaptations were included in the Amended project work programme (discussed under WP1 above) which adopted a similar solution for the 2021/22 edition.



Image 3 The Share Your Story 2020 digital book



Image 4 The Share Your Story 2022 digital book

In total more than 100 stories were collected through the multilingual Share your Story Platform, available at the project website and widely disseminated through the project social media. The winners were awarded their prizes in national events organized in the framework of the of the European Vocational Skills Week 2020 and 2022. The winning stories were added at the European Commission's "VET Stories" page: https://ec.europa.eu/social/vocational-skills-week/vet-stories_en . In addition, two digital books were created presenting the 2020 and 2022 winners' inspirational stories and available to download from the project website (Image 3, Image 4). Particular attention has been paid to the contest participants' personal data management.

Work Package 6: Project Communication and Dissemination

The aim of Work Package 6 was to guarantee a good, effective and audience-oriented communication and dissemination of the project's progress/outcomes and exploitation of project's results. The main target groups were the partner organizations, their networks and key work-based learning actors, such as private companies, social parties and public authorities.

Key facts:

- ✓ Dissemination plan updated to adapt to the digital turn intensified by the COVID-19 emergency.
- ✓ 3 Networking Cafes, 10 Awareness seminars and one European-level seminar were held targeting interested groups across Europe.
- ✓ Multilingual website, active social media and 5 Newsletters to regularly inform target groups on the project progress and deliverables.
- ✓ The Consortium successfully mitigated significant risks caused by the COVID-19 outbreak.

Under WP6 the following project activities were implemented:

- ✓ A Dissemination Action Plan was drafted at the very beginning of the project (Task 6.1) being supported by a key audience matrix for the effective identification of target groups and stakeholders. It was updated and revised with the aim to promote the impact of all the dissemination and communication activities carried out online due to the COVID-19 restrictions.
- ✓ A project brand identity pack (consisting of project logo, project leaflet, project roll-up and Programme factsheets) was also developed to give a unique visual identity to the NEW VET communication activities (Task 6.2).
- ✓ The project webpage, digital newsletters and social media regularly updated the target audience on the latest news and gave it the opportunity to freely exploit the project results (Task 6.3).

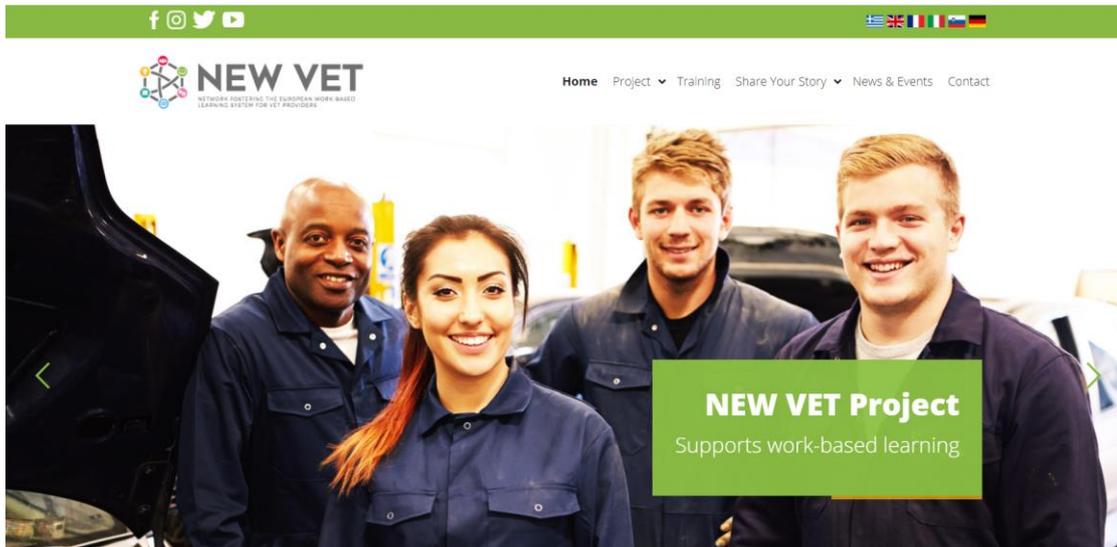


Image 5 Screenshot of the NEW VET website

- ✓ Networking Cafès, a network building processes for VET operators interested in capitalising the NEW VET results and cooperation opportunities (Task 6.4). Three Networking Cafès were held in parallel to the 1st (Italy), 5th (Greece) and 7th (Slovenia) Steering Committee Meetings, the only ones that were organized with physical presence.
- ✓ Awareness seminars among VET providers belonging to VET Networks involved in the project to foster cooperation and transfer of knowledge in the field of WBL system (Task 6.5). Two national awareness seminars were organised, aiming to transfer and mainstream the general lessons learnt by partners from their participation in the NEW VET WP3 Capacity building programme / Training Hotspots. The first seminar took place before the enrolment of the teachers and trainers in the coaching programmes of Task 4.2, with the aim to disseminate the lessons learnt and to motivate Teachers/Trainers/in-company trainers to attend the courses. The second seminar was organised by the end of the pilot coaching programmes by involving beneficiaries having attended the pilot training courses. The events could be organised in presence or online.
- ✓ One European-level Seminar was organized at the end of the project with the aim to transfer and mainstream not only the capacity building experience but also the multilevel cooperation activities piloted by project partners with their WBL local actors.

All NEW VET deliverables and dissemination activities use the Erasmus+ logo and disclaimer (where needed).

3. PARTNER TESTIMONIES

In line with project provisions, a final Evaluation Session held in the framework of the 7th Steering Committee Meeting in Nova Gorica, Slovenia on 5 April 2022 generated a general reflection on the whole project activities and results achieved during the NEW VET project lifetime. Partners were asked for their feedback through a “jamboard” on the overall quality of the project, its impact, dissemination and sustainability. This section presents their responses.

Q1: How satisfied are you with the overall quality of the project (work plan, project proceeds, decision making, cooperation etc.)?

- ✓ The project management including quality assurance was very professional. All partners were guided by the updated work plan. The Steering Committee met regularly and the progress of the project was reviewed and updated together. Despite the strong impact of the pandemic, successful digital formats of communication and collaboration were quickly installed.
- ✓ I'm really happy about NEW VET journey, of course COVID didn't help us... a lot of missed opportunities to meet in presence and to touch our practices. By the way, we became more expert with online tools i.e. Basecamp (very useful when you manage to understand all the functionalities).
- ✓ Generally, we are very satisfied with the project management. Considering the whole situation the project had to face, all the partners have done efforts to finalize all the activities.
- ✓ Fully satisfied with the cooperation between partners, project proceeds and decision making. Great consortium :)

Q2: Would you like to extend our cooperation? If so, on what topic?

- ✓ We would very much like to continue the cooperation. In particular, the internationalisation / mobility of VET and the promotion of the attractiveness of WBL would be exciting topics. But also the new challenges / opportunities in VET such as digitization, sustainability (SDG's) and diversity and their influence on the organizations, the VET staff and the VET learners are exciting.
- ✓ VET mobility for cooperation of course. We should make permanent staff exchange opportunities among our organisation (at least once a year). It would be a great opportunity to make peer-learning with colleagues and to know last innovation in WBL
- ✓ We would like to keep on cooperating on the high-quality development of WBL particularly on the training of teachers, trainers and tutors.
- ✓ It would be great to cooperate in future projects and calls, not only in the context of KA1.

Q3: What kind of funding do you suggest? EU funding/ national/ regional resources?

EU funding

defenitively Erasmus+
2021 -2027

EU funding
Cooperation
partnerships / VET
mobility

and . . . why not?
Other funds such as
regional or national
that can be available.

Q4: How satisfied are you with the use of resources to achieve the NEW VET project's objectives (staff, time etc.)?

- ✓ The resources were very well planned and corresponded to the tasks and time.
- ✓ Satisfied. However, considering that the original budget was set for a 24 months project and that we had an extension till 37 months, it is normal that staff costs and efforts resulted a little underconsidered.
- ✓ Staff and time have been enough to realize the activities planned by the project.
- ✓ More resources than we have been able to use under the line "other costs".

Q5: How satisfied are you with the way in which the project results are communicated to the target groups?

- ✓ Satisfied but I think we could have had a more "storyteller" approach for the project communication. Next time, we will do it surely (as suggested by Erasmus+ new communication guidelines released).
- ✓ For the missing time of the project, this aspect could be improved by spreading the word and giving the chance to other people to join both, the curriculum and the JCP.
- ✓ Very satisfied but the pandemic has made it a little more difficult. Since after 2 years many participants of the numerous online events were tired.
- ✓ Satisfied but we could have improved it a little bit.

Q6: Has your network/organization/associated partners/local stakeholders benefited from the results of the project?

- ✓ Yes, as part of our joint staff training and our Share your Story activities, we were able to spread our project outcomes very well and involve a lot of regional partners.
- ✓ I am so sorry but I don't think so...this is actually the weakness point of NEW VET. Unfortunately, all the local activities planned to spread the project voice at local level were cancelled due the COVID situation and rescheduled online but not having the same impact.
- ✓ Right now, just a small part of them has benefited from the NEW VET results. We have to organize a deeper, more targeted dissemination activity and to check its results.
- ✓ The dissemination activity must be deeper and more targeted. Moreover, it would be important to check whether the results have joined correctly the target groups.

Q7: How could these results be sustained after the end of the project funding period?

- ✓ The keyword to sustain the results is "cooperation" among VET actors disseminating results and organizing training sessions.
- ✓ To sustain the results, cooperating among vet actors disseminating them and organizing training sessions involving the in-company tutors will be crucial.
- ✓ In particular, the learning content from the HotSpot trainings / Joint staff training with a focus on the new Council recommendations in VET will continue to be of great benefit for our organization...
- ✓ **Let's keep cooperating please! This is the only way to keep NEW VET results alive and reusable by others.**

4. CONCLUDING REMARKS

NEW VET transnational capacity building programme created a **peer learning community** where partners experienced well-established models for VET cooperation practices and worked for new cooperation activities to be implemented within their networks - at national level - and with cross-borders partnerships at the European level. By creating the NEW VET peer learning community partners not only met the objectives of exchanging experiences at EU level but also had the opportunity to change their perspectives, thus shaping new visions for the internationalization of their organisations.

The findings of the Internal Project Evaluation Form filled-in by project partners biannually, at the end of each evaluation period, confirm the testimonies of the previous chapter as regards the **smooth cooperation, fruitful exchange and feeling of ownership** developed among them. The Project Coordinator and its appointed Project Manager, Ms Norma Castro, encouraged interaction and the participation of project partners in discussions and decision making. Communication and exchange in the restricted NEW VET platform in Basecamp were regular and vivid, with all partners providing input to improve project processes and deliverables.



Image 6 Quality Criteria used in the Internal Project Evaluation Form

The unprecedented COVID-19 situation generated significant challenges to the project implementation. The initial delays were successfully circumvented with three amendments to the project work programme that essentially replaced travel provisions with online meetings and events. Major concerns were the inability of project partners to offer trainings in person as well as the difficulty to reach associated partners and other WBL stakeholders amidst the digital craze created by restrictions.

As put by one of the respondents to the Internal Evaluation Form:

“In these times of crisis everything is more difficult to organize, in particular what concerns communication/cooperation to the target groups and stakeholders. Due to the restrictions imposed, they are more difficult to involve or efforts to involve them are much higher”.

Despite challenges, project partners recognize the positive impact of the NEW VET project in their organizations and wish to continue their successful cooperation. Thus, the NEW VET project was culminated with the signing of a **Memorandum of Understanding among project partners** that provides for new areas of cooperation, the sustainability and exploitation of project results as well as enduring collaboration arrangements. **NEW VET has successfully contributed to achieving the respective Call's objectives to support the establishment and/or reinforcement of VET providers' networks and partnerships.**