



The European Vocational Skills Week

Achievements and recommendations for future editions

Final report

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Study about the European Vocational Skills Week

Achievements and recommendations for future editions

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Executive Summary

This is the final report for the evaluation of “The European Vocational Skills Week (EVSW) Achievements and Recommendations for Future Editions”. Technopolis Group was commissioned by DG EMPL to undertake this study under the Framework contract JUST/2015/PR/01/0003.

The objectives of this study, as set out in the Terms of Reference, were twofold. The study aimed to analyse the achievements and impacts of the European Vocational Skills Week in terms of outreach to national/regional/local level stakeholders and citizens, and the impact on them, the contributions to implementing the EU policy agenda in the field of VET and weighing these contributions against the invested financial and human resources. In addition, the study aimed to apply lessons learnt from the evaluation and include lessons from other similar initiatives to help shape the future of the EVSW offer.

The study was carried out during a ten-month period between October 2019 and July 2020. It used a range of research tools and methods to collect robust evidence and arrive at well-founded findings. The main methodological tools and techniques used included desk research, a structured interview programme, online questionnaire surveys, case studies on selected good practice examples, social media analysis and an online validation workshops with select national and international representatives active in the field of VET.

The study sought to address the evaluation questions that were posed by DG EMPL across five broad themes: relevance, coherence, effectiveness, efficiency and EU added value. The subsequent paragraphs summarise the key findings of this study and highlight the recommendations put forward for the future editions of the EVSW.

Relevance

The study concluded, the past editions of the EVSW were successful in building up a relevant initiative with highly important objectives addressing the needs of both primary and secondary target audiences. The activities contribute to stakeholders having a greater awareness of, and a more positive image associated with VET, which are high level policy objectives shared by the EU and many Member States. The study findings highlight that there is still a strong need for communication and promotion about vocational education and training both at CVET and IVET levels in general, as well as in line with the objectives set by the EVSW. One of the fundamental objectives of increasing the image of VET remains particularly valid and thus the evaluation indicates there is more work to be done in this area in the next editions of EVSW.

The varied approach, in terms of types of activities which are targeted towards the range of target audiences, makes it possible for the EVSW to be relevant across all its objectives, and all the stakeholders consulted gather behind the overall mission to increase the image of VET.

Looking at the different elements of the EVSW, the pan-European events and the EVSW-associated national, regional, and local events are of high importance for most stakeholders interviewed. The pan-European events have an important role to play in facilitating international networking, exchanging ideas and best practice examples, as well as informing policy makers, and creating and maintaining an engaged VET community. It is important to consider however for the future editions, that there are many other well-established existing platforms for policy makers and national agencies to network and exchange ideas. The five

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main target groups of the EVSW are well represented in these central EVSW events. That seems also to be the case for researchers from adult education who also voiced improvements with regard to the representation of adult education stakeholders in the past years.

The EVSW-associated national, regional, and local events and activities are key to reach learners, parents, teachers, and companies as well as education and training providers. These groups are reportedly the primary target audiences of their events and activities. The study did not seek primary information from the attendees of EVSW – reaching parents, students and business in general was not feasible within the scope of the study – but there is satisfaction with the reported level of engagement of the intended target audiences among the different associated and central event and activity organisers. The events and activities organised under the EVSW umbrella both at the central as well as the national, regional and local levels are well tailored to the needs of these audiences according to the organisers.

The engagement of the stakeholders is clearly shown by the fact, that roughly over 2/3rd of the EVSW-associated national, regional and local event and activity organisers have been engaged in the EVSW across multiple years. This implies a successfully implemented event by them in the first year at least. Furthermore, the large number of national, regional and local EVSW-associated events and activities organised each year are strong indicators of the relevance of the EVSW, hence these organisers are encouraged to register on the EVSW website, but do not receive direct funding through the EVSW for the organisation of their events and activities.

Coherence

The large variety of activities coordinated and implemented under the EVSW brand helps address the needs of the different target audiences, but it makes it difficult to build internal coherence. There is an apparent lack of connection between the set of activities that are carried out under the EVSW umbrella. While the study found, that the evolution of the EVSW during the past four editions has yielded positive results in enhancing the coherence of the different strands of activities, there is still room for improvement. There seems to be a clear disconnect between the pan-European, and national, regional and local EVSW-associated events. Only a handful of stakeholders were aware of the different EVSW elements and the potential links among them.

Due to the variety of the different types of events organised and communication activities coupled with the geographically dispersed nature of the associated events and activities taking place across a calendar year, such disconnect is understandable from the individuals' point of view. It, however, prevents further synergies to be built, that could further enhance the outreach of and engagement with the EVSW.

The study findings highlight that there are clear benefits of coordinating the EVSW-related activities and events at national and regional levels. For example, in Hungary, Croatia or Estonia, national ministries, agencies, networks or employment offices act as coordinators for events and urge local event organisers to register aligned events. They often capitalise on existing national initiatives and thereby maximise the benefits from both, national and EU level branding and efforts.

The external coherence of the EVSW with other EU and international initiatives is regarded as good. The key initiatives and most important networks are already present and contribute to the EVSW. However, there is a very long list of potential further connections and links to be made to relevant initiatives, networks and sectoral bodies, especially as part of the pan-

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European events. Additional efforts would be welcome to create even more enhanced links with Erasmus+ due to its importance, and the significant and well-established networks Erasmus+ already has in place.

The EVSW brand and the 'Discover your talent' slogan are an important element of the EVSW, and the study findings are dominantly positive in this regard. Most stakeholders consider the slogan a good choice. It speaks to young people, a statement with which youth organisations themselves agreed as well. Although there were improvements suggested, there is a consensus that it is more important to keep continuity and further increase the visibility of the brand and slogan, instead of making any changes. In contrast, the annual themes are not known or visible to the stakeholders.

Effectiveness

Most of the elements of the EVSW are regarded as very effective, with some room of improvements highlighted especially for the Ambassadors. The pan-European events, the national, regional and local EVSW-associated events, the VET Excellence Awards, and the European communication campaign in particular have high levels of awareness and associated importance for the stakeholders.

The VET Excellence Awards are regarded very positively, although further clarification about the nomination and selection procedures would be needed. Overall, however, they are regarded as being very inspiring and motivational. Highlighting best practices across a range of different areas of vocational education and training is a positive aspect of the Awards. Further work could be done to reach secondary target audiences better, although the extent of the current reach is difficult to assess.

The pan-European events are considered effective by all interviewees, who found them mostly well organised. Mixed sessions, where different stakeholders can exchange ideas are deemed to be very effective. They offer opportunities for networking and information exchange, while connecting EU and national, regional level stakeholders, and ultimately initiatives and policies. Participants saw the central events as an important meeting for the European VET community, and it seems prudent to aim for a certain continuity. Some refreshment of the invited participants would be, however, welcome to maintain the relevance of the events and trigger new discussions.

In the communication campaign, the EVSW makes use of different communication channels taking into account the demands of audiences through the choices of activities on a case by case basis. The social media communication campaign has performed well in terms of outreach. Especially when compared to the set targets, showing year-on-year improvements. Paid outreach has worked efficiently, and the campaign achieved a high level of conversion from impressions to video views. The total earned reach appears to be high, especially in the latter years. In contrast, the campaign performed less well when considering measures of effective engagement and awareness raising. However, to ensure a more strategic approach that benefits from the use of the full range of channels available requires a more sophisticated understanding of the target audiences and their behaviours in relation to accessing information. There is also a need to meet the demands for more personalised information, which is growing.

Among all the elements, the EVSW Ambassadors are least known. Due to this lack of understanding of their role, stakeholders engage with them less. Ambassadors have added value to the communication campaign when considering both qualitative and quantitative

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indicators. Their outreach worked from a social media perspective well, in particularly in 2016. The relevance of their role is not questioned, however there is room for improvement in their selection, effectiveness and mode of engagement with EVSW.

Overall, looking at the effectiveness of the EVSW, engaged stakeholders are very positive. The study concluded that the EVSW was able to improve the perceptions of VET of its target audiences and the EVSW-related national, regional and local events and activities had motivated their target audiences to take action as a result. While changes in public perceptions of VET can take several years to materialise, given that the EVSW has only existed for a few years, it has managed to grow into a well-developed platform for the European VET community to come together.

Efficiency

In terms of the efficiency of the EVSW, the study findings are also predominantly positive. The efficiency of the social media campaign appears to be in line with other similar campaigns and some metrics even perform slightly better. The campaign, however, is stronger on reach than engagement, which is an area for improvement for the future editions.

The varying locations of the pan-European events, and linking it to the European Presidency, gives a good focus to EVSW and is regarded as having a positive contribution to the implementation. It allows the EVSW to bring in more country specific insights and best practice, showcasing particular countries and thus increasing the opportunities for exchange of experience. It also has a positive effect in terms of increased number of events and activities organised in the country holding the Presidency, although the location does not seem to have an effect on other countries, and the former increase seems to diminish somewhat in the consecutive years. The funding available to cover the costs of travel and accommodation for invited participants to the pan-European events is an important factor that influences potential participants' decision whether or not to take part.

While there is no funding associated with the national, regional and local EVSW-associated events and activities, the organisers appear to have sufficient resources in general to cover their activities. In particular, combining the EVSW-related activities and events with other projects such as Erasmus+ provides a useful framework on which future activities could also build.

The timing of the EVSW itself does not elicit any criticism, therefore it is unnecessary to move it. Especially as EVSW has now been going long enough for organisations to have this marked in their diaries and so can start preparing around the same time each year. At the same time, the timing or more specifically non-timing of the EVSW-associated national, regional and local events has caused some confusion and would benefit for further explanation and information.

EU added value

The study concluded, that communication around the EVSW was successful in generating greater awareness of VET and improving the awareness of EU VET policy and themes. Overall, there are quite strong links back to the objectives of the EVSW and thus to EU policy level priorities. The EVSW enables connections to be made between EU policy and national, regional and local VET policy and practice.

For those stakeholders, who participated in the pan-European events, networking, learning, and sharing of best practices were seen as the main impacts of the EVSW. Positive sentiments were mentioned about creating a more positive image of the EU overall and establishing a

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greater awareness and value associated with VET. Notwithstanding the importance of these highlighted benefits a question mark remains to what extent the secondary target audiences are reached by these central events and their messages.

The study also found that most national, regional and local events would be organised in the absence of the EVSW as well, however the EVSW helps create a lot of visibility for VET in a certain week and that this is more than any one Member State could reach on its own. The central pan-European events and communication campaign also help reach a broader audience than the national, regional or local events could on their own as well as add credibility, attractiveness to national, regional and to some extent to the local events as well. The importance of benefitting from the brand of a European level initiative is appreciated by most stakeholders, but the level of the added value generated by the EVSW varies by country.

Recommendations

Based on the findings of the study, five recommendations were put forward for DG EMPL to consider for the future editions of the EVSW.

Increase the internal coherence of the EVSW-related activities and engage national coordinators in doing so

Provide clearer links between the communication campaign and the activities on the ground both at pan-European and national, regional and local levels. In addition, there is a need for provision of help to the relevant stakeholders to engage with the campaign content by providing more guidance. This can be done either by nominating national coordinators at the implementing contractor who can provide dedicated assistance to potential event organisers in the national languages, or by supporting the establishment of such roles in the different countries.

The social media campaign needs to be more focused on engagement

To foster engagement, there is a need to create more content that is tailored to the needs and communication habits of the different target audiences. There should be more visual content adapted to young people and their preferred social media channels, including better designed videos and more visual content for Instagram. To reach and engage specialised groups, professional organisations should be engaged, instead of increasing paid social media outreach.

Rethink the role of the Ambassadors and ensure clarity and shared understanding around them

The role of the Ambassadors is the least clear to the stakeholders. The relevance of their role, or more specifically the idea of having individuals engaged who could be role models is not questioned, however DG EMPL should reconsider their selection, effectiveness and positioning within the EVSW to help engage with them. Ideas put forward include having famous people, more young people as Ambassadors and awardees which would be a good way to increase the involvement of youths or having pairs of a learner and an employer from each country for the Ambassador role.

Ensure more consistent monitoring and reporting of the results delivered through the different strands of activities under the EVSW

For the future editions more tailored reporting should be introduced. DG Comm has been working on the harmonisation of the indicators to be collected for the different communication activities, as summarised in the Communication Network Indicators document. These indicators, alongside additional in-house metrics and indicators which are based on DG

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Comm's prior experience with corporate campaigns, should be used. Using those indicators in a harmonised way would enable more efficient reporting and facilitate benchmarking across the different activities, as well as identify the necessary changes and adjustments needed.

Rethink the format of the EVSW for the future

In light of the ongoing COVID-19 pandemic, the approach towards the organisation of events and activities must be altered, given the restrictions on large public gatherings as well as due to the changes in people's attitude towards participating in them. While these measures would apply to the mitigation of impact of COVID-19 on the organisation and implementation of the EVSW in the short run, they may well form part of a 'new reality' when it comes to future large-scale communication campaigns.

Short term to mitigate the impact of Covid-19, there is a need to shift towards a hybrid model, where a certain proportion are planned from the outset to be in on-line virtual settings and only a certain proportion planned to take place in physical settings. The physical events and activities should take into consideration national, regional and local guidelines in relation to COVID-19. As Europe remains uncertain about when, or whether, new waves of infection will arise, all planned physical events should be accompanied with contingency plans to move certain components online, and/or to have certain elements take place virtually regardless.

Using live streams, webinars and video conferences can award a degree of resilience to the events and activities, especially for the European events. However, for the national, regional, and local levels due to the nature of the activities, face-to-face interaction has been the key, which would be rather difficult to recreate online.

In the long term, we recommend that DG EMPL consult stakeholders to reflect on the extent to which parts of the EVSW could be / should be organised in a hybrid format and which parts should be organised online. It needs to be established which elements would work well and efficiently online, which elements are not possible to deliver online. A proposal should be developed for scenarios which range from fully online to hybrid to ensure the continuation of the EVSW in possible differing circumstances. Ideally, the work would prioritise, segment and rate the importance and feasibility of the different types of events, while reflecting on alternative approaches which also support the objectives of the EVSW.

1 Introduction

This is the final report for the evaluation of “The European Vocational Skills Week (EVSW) Achievements and Recommendations for Future Editions”. Technopolis Group was commissioned by DG EMPL to undertake this study under the Framework contract JUST/2015/PR/01/0003.

This report is the final deliverable of the study and it presents the findings and conclusions of the study on the achievements of the past editions of the EVSW and it also puts forward recommendations for the future editions.

This final report is structured as follows:

- The remainder of Chapter 1 provides a short description of the aims and objectives of the study and provides a brief recap of the methodological approach
- Chapter 2 provides a description of the implementation of the EVSW as background information for the study findings
- Chapter 3 presents the findings of the study along with the evaluation questions
- Chapter 4 summarises the key conclusions and puts forward a set of recommendations for discussion

The appendices contain further methodological information including the data collection tools used, an overview of the information collected through the online surveys question by question and the ten case studies drafted.

1.1 Objectives of the evaluation

As defined by the Terms of Reference (ToR), the objectives of the evaluation were two-fold:

1. Analyse the achievements and impact of the initiative for 2016, 2017, 2018 and as far as possible the achievements of the EVSW 2019 in terms of:
 - The outreach to national/regional/local level stakeholders and citizens, and impact on them (what were the main benefits for the stakeholders from the week and for citizens)?
 - Contributions to implementing the EU policy agenda in the field of VET
 - Weigh these contributions against the invested financial and human resources
2. To apply lessons learnt from the evaluation and include lessons from other similar initiatives to help shape the future of the EVSW offer.

1.2 Methodology of the study

The study was designed to answer the evaluation questions defined by the Terms of Reference and refined during the inception phase of the study. The detailed evaluation questions are presented in the appendix of this report as part of the analytical framework. The analytical framework has guided the development of our research tools, namely the mapping/desk research, survey questionnaire, interview guidelines and case studies. It has also helped the team further refine the approach to the media and social media analysis that was undertaken as part of this study.

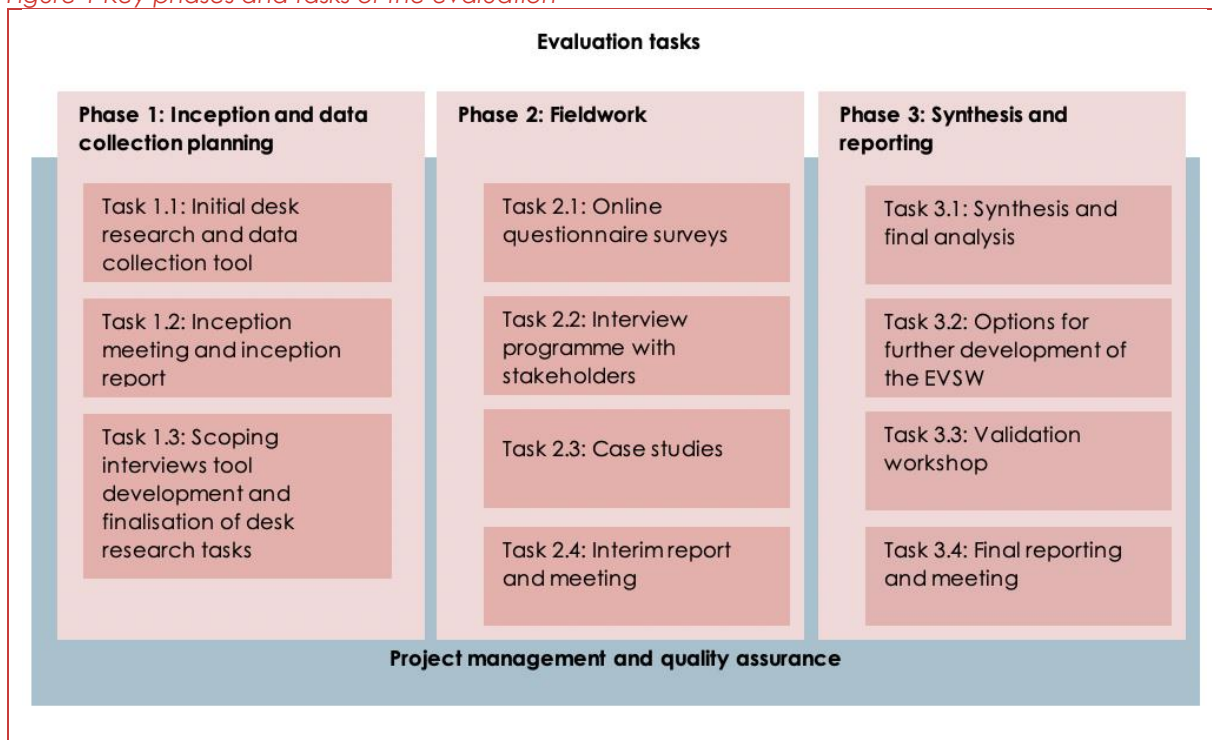
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The evaluation questions are structured along the following evaluation criteria:

- Relevance, which consider the alignment of the objectives of the EVSW and its components with the needs they address
- Effectiveness, which aim at assessing the extent to which the objectives of the EVSW were reached, and the related enabling factors and/or barriers
- Efficiency, which set the effects of the intervention in relation to the costs of the inputs provided, including the processes for the implementation of the activities
- Coherence, which regard the positioning and relationship of the EVSW with other initiatives that have similar objectives, and
- EU added value, which concern the additional value resulting from the activities at the EU level or activities associated with the EU, compared to what could be achieved at the national or local levels alone

The methodology of the study combined different data collection tools and analysis techniques to arrive at the findings, conclusions and recommendations presented in this report. It was carried out in three phases: Inception and data collection planning, Fieldwork and Synthesis and reporting. The following figure gives an overview of the key phases and tasks of the evaluation.

Figure 1 Key phases and tasks of the evaluation



Desk research was aimed at collecting and analysing relevant secondary data. This covered data, research and information available on the EVSW past editions and reports, data and literature, including campaigns and events at different geographical levels (i.e. national, regional, local). This review also provided input to assembling key quantitative data and statistics from previous VET campaigns and events. In addition, it included information on the

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different VET systems in Europe, including the Education and Training Monitor editions from 2014 until 2018, the draft 2019 editions, and the CEDEFOP VET country profiles. Further desk research focused on exploring other communication campaigns, different Weeks organised by other DGs to carry out a benchmark of EVSW with a special focus on outputs of paid, owned and earned media, and social media (including for example, website visits and geographical distribution of such).

The **interview programme** was carried out in multiple steps focusing on different target audiences. The scoping interviews and discussions with DG EMPL and Ecorys (contractor for the implementation of the EVSW-related communication campaign) provided the necessarily input to refine the study design and understand the key elements of the EVSW during the inception phase. The purpose of the main interview programme carried out during the fieldwork phase was to gather qualitative evidence on the EVSW, in particular in relation to the relevance, effectiveness and aspects of efficiency (as covered in the analytical framework) from the five main target audiences of the EVSW. In addition, interviews formed an important part of the case studies.

The interview guidelines developed to undertake the structured telephone / Skype interviews – unfortunately no face-to-face interviews could be conducted – are presented in the Appendix of this report. The interview guidelines are structured to correspond to our evaluation questions. The list of interviewees was identified during the inception phase and has been amended and adjusted due to further referrals and the snowballing effect.

As per the requirements set out in the Terms of Reference, we were to conduct at least 29 interviews with representatives of each of the primary stakeholder groups. The first round of interview requests was sent out in February 2020, with subsequent reminders between March and May. Several interviewees asked to reschedule to a later date due to the Covid19 pandemic, in particular those directly involved with education and training. It proved to be challenging to schedule interviews with some of the target groups and mobilise stakeholders to contribute to the study, which explains some of the declined interview requests. However, in the end, we conducted 50 interviews from the 83 people contacted.

Online questionnaire surveys: In total, two questionnaire surveys were launched, one to organisations that were involved in the organisation of EVSW-associated national, regional, and local events and a more generalised version to a broader pool of EVSW stakeholders.

Before launching the questionnaire to the event organisers, the full list of event and activity¹ organisers was cleaned resulting in 2,230 unique contacts.² The survey was then piloted to a small subset of 20 contacts, ten of which organised an EVSW event or activity in 2017 and another ten who did so in 2018. In selecting the pilot group, it was ensured that there was a

¹ Please see Overview of the Week-associated national, regional and local events/activities for an overview of the types of events included in the database.

² The reason for this is that there was a high degree of overlap between the email addresses that were given for each event or activity in the database. Therefore, there were several addresses that were associated with multiple events and activities.

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balanced geographical coverage. The target contacts were spread across Poland, the Netherlands, France, Romania, Malta, Croatia, Portugal, Belgium, Greece, Germany, Spain, Austria and Italy. Hungary was not included in this selection since it is the MS that has hosted most EVSW events and a large number of events were associated with a few e-mail addresses. Therefore, the study team decided to include them in the finalised version of the survey only, instead of their inclusion in the pilot. The pilot was launched to ensure that the survey was easy to complete and understand, and that people would be happy with its length i.e. so that they would complete it in full, and not just provide partial responses. The results of the pilot showed that there was no need for changes. Any such changes could have limited the potential for analysing the pilot survey responses together with results of the full-scale survey launch.

Invitations for the pilot survey were sent out on the 27th February followed-up by a reminder on the 4th March. The survey asked respondents to describe the extent of their involvement in the past EVSW editions, provide details on any activities and events they had organised, indications on targeted audience groups and outreach to each of these, results and impacts of the event/activity, contributions to EVSW objectives, and more general reflections on the EVSW campaign as a whole. In total, the survey link was opened 15 times out of which six individuals provided responses. Responses came from a technical college, a chamber of crafts, an educational centre, a training & coaching company and a school complex. All respondents indicated they had organised at least two or more events during the EVSW in the past years. When asked whether they would be willing to share a survey with the participants of their events/the general public one respondent reacted positively whereas two organisations declared they were unwilling to do so. Based on the results from the pilot and in discussion with DG EMPL we saw no reason to implement changes to the questionnaire before its full-scale launch.

The full survey questionnaire was launched on the 11th March 2020 to a total of 2,230 contacts. This list of contacts was derived from the event organisers included in the database of approved events and activities. After the initial launch, a reminder was sent out on the 19th March 2020 to those contacts who had not yet provided their inputs. Another such reminder was sent on the 7th April. The questionnaire was closed on the 5th May.

The survey questionnaire to event organisers received a total of 379 responses. This constitutes a response rate of approximately 17%. The full set of responses was extracted from the online survey platform for subsequent cleaning. A total of 64 responses were deemed invalid as they were either duplicate responses or almost entirely incomplete. This left a total of 325 valid responses. Out of these, 14 responses were partial but not to the extent that they should be considered invalid.

After consultation with DG EMPL, the decision was made to launch an additional survey questionnaire, aimed at a broader set of EVSW stakeholders beyond event organisers alone. The number of questions was reduced and the remaining questions somewhat rephrased in order to obtain inputs on the EVSW more generally rather than from the perspective of national, regional, or local events. For this questionnaire, an online survey link was shared with DG EMPL and included in the monthly newsletter. A total of 163 responses were received. After cleaning, three responses were discarded because they were either duplications or largely incomplete, leaving 160 valid responses. Out of these, 17 were partial responses.

As a final step, a check was run to identify any potential overlaps across the two surveys. In cases where respondents had provided the same information to both survey questionnaires

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regarding the organisation of national, regional, or local events, these responses were discarded to avoid duplications. In total, 17 such cases were identified. Overall, this leaves a final set of 468 valid responses for analysis.

Profile of the online survey respondents

Out of the total number of valid responses, 144 (30.8%) indicated they or their organisation had organised events or activities in one single edition of the EVSW. Looking at the years in which these respondents had contributed to the EVSW, the more recent editions of the EVSW are also represented to a greater extent. In fact, the vast majority of these respondents had organised events or activities in 2019.

Figure 2 Summary of respondents that organised events and activities in a single year of the EVSW

EVSW edition	Number of respondents	Percentage (N = 144)
2016	2	1.4%
2017	15	10.4%
2018	19	13.2%
2019	108	75%

Source: Technopolis analysis of the 2020 EVSW survey questionnaires

In addition to the respondents who had organised an event or activity in a single year, a larger proportion of respondents (210 or 44.9% of 498) had done so in two, three, or four years. Although the distribution along these three options was relatively even, most respondents indicated they had organised an event or activity in two EVSW editions.

Figure 3 Summary of respondents that organised events and activities in multiple editions of the EVSW

Number of EVSW editions	Number of respondents	Percentage (N = 210)
Two editions	76	37.8%
Three editions	65	32.3%
Four editions	69	34.3%

Source: Technopolis analysis of the 2020 EVSW survey questionnaires

Considering the level of involvement of respondents with regards to their organisation of events and activities over the years, it is interesting to note that the largest share of respondents (43.4%) had organised four or more events and activities whereas 20.8% had organised a single event or activity.

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Figure 4 Number of events and activities organised across the EVSW editions

Number of events and activities organised	Number of respondents	Percentage (N = 350)
One	73	20.8%
Two	77	22%
Three	48	13.7%
Four or more	152	43.4%

Source: Technopolis analysis of the 2020 EVSW survey questionnaires

In terms of geographical coverage, the country with the greatest responses was Spain with 73 responses (15.6%) followed by Romania with 57 respondents (12.2%). 31 respondents were from Italy, accounting for 6.8% followed closely by Croatia and Poland, both with 24 respondents (5.1%). Finally, 23 respondents were from Greece (4.9%). Hungary, being a country of interest in the context of this study, had 10 respondents (2.1%). It is important to note, that in the case of Hungary, one organiser was the central coordinator of most of the events in the country and appeared with the same e-mail address for over 650 events in the database over the years. Due to this central role, there was an interview conducted with them as well as a case study prepared on the approach, therefore the Hungarian EVSW-associated national, regional and local event and activity organisers are underrepresented among the survey respondents.

Focusing only on those respondents who had organised an event or activity as part of the EVSW gives a very similar result in terms of countries with high levels of representation. Overall, 336 (95%) event or activity organisers came from EU28³ countries while 18 (5%) came from non-EU countries.

Figure 5 Geographical coverage of respondents who organised EVSW events or activities

Country	Number of respondents	Percentage (N = 354)
Spain	57	16.1%
Romania	51	14.4%
Croatia	24	6.8%
Italy	21	5.9%
Poland	21	5.9%
Greece	17	4.8%

³ Including the UK

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Source: Technopolis analysis of the 2020 EVSW survey questionnaires

With respect to respondents who did not organise an event or activity but were involved in the EVSW as participants or other capacities, these were also predominantly from Spain, followed by Italy, Hungary, the United Kingdom and Romania, Germany, Greece and France. Finally, regarding the types of organisations that responded to the general⁴ survey only, these were primarily education and training providers and public authorities and agencies.

Figure 6 Type of organisations – survey respondents of the generic survey

Type of stakeholder	Respondents	Percentage (N=125)
Education and training providers: 54 (43.2%)	54	43.2%
Public authorities and agencies: 31 (24.8%)	31	24.8%
Employers' organisations, business chambers, and trade unions: 15 (12%)	15	12%
Researchers: 12 (9.6%)	12	9.6%
Learners, parents, teachers, and private companies: 8 (6.4%)	8	6.4%
Policy networks and initiatives: 5 (4%)	5	4%

Source: Technopolis analysis of the 2020 EVSW survey questionnaires

Case studies are used both for illustrative and analytical purposes in the study. The final ten cases were selected from the long list of suggestions put forward for selection by the European Commission. The final selection took into account geographical diversity and the need to have a variety of types of organisations engaged in the events showcases. The information collected through the online questionnaire surveys and the interviews were brought together to develop the case studies.

The cases focus on selected events and activities that were either organised or coordinated as part of a group of events by the same organisation - e.g. in Hungary – or on a series of events in consecutive years. Both approaches provide useful insight into the factors that ensured successful implementation, and opportunities for lessons learnt. A common structure across all the cases was developed to ensure that the study team can present and summarise the collected information in a standardised format. Extracts of the case studies are used in the main body of the report, while the full case studies are appended.

Figure 7 List of case studies

Organisation Name	Type of stakeholders	Country
Nestle	Business	Belgium / international

⁴ The survey questionnaire to event organisers did not collect this information about respondents

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Organisation Name	Type of stakeholders	Country
Universal Mobility SL , Zespół Szkół w Tłuszczu, Zespół Szkół Ekonomicznych w Rzeszowie	Business and VET schools	Poland (and Spain)
EVSW in Hungary	Various	Hungary
Lisbon City Hall	Public authority	Portugal
CARNet School Portal	Education and training provider	Croatia
Hellenic Manpower Employment Organisation	Public authorities and agencies	Greece
ATLANTIS Engineering, DLEARN, Open Forum Europe, Dublin Institute of Technology, University of Skövde and Free Software Foundation Europe	Businesses and education and training providers	International
"Mihail Kogalniceanu" Economic College, College Cambria, Cheshire College South & West, Akademie Klausenhof, Erasmus+	Education and training providers	International
XTEC – Educational Telematic Network of Catalonia	Policy networks and initiatives	Spain
Tartu Vocational Education Centre	Education and training providers	Estonia

Finally, a **validation workshop** with selected stakeholders was organised to seek their views about the study findings and the set of recommendations that were put forward in the draft final report. Originally a physical meeting was foreseen, however due to the Covid19 outbreak this was deemed unfeasible. Therefore, the workshop took place online, using Webex as a platform for discussion. The workshop was held on Monday, the 6th July 2020, with a total of 19 participants (see Appendix C for an overview). The participants were predominantly VET experts and EVSW stakeholders from across the EU (13 participants). Two participants were representatives from the European Commission and another four participants were part of the Technopolis study team presenting the study findings and facilitating the discussion.

For the identification of the stakeholders to be invited to the workshop, the following criteria were used: experience with the EVSW either at the national, regional and local or the pan-European level, geographical balance, type of stakeholders (national vs international). The list of stakeholders to be invited to the workshop was finalised in discussion with the European Commission.

The workshop served as a discussion forum for the main findings of the study and focussed on the recommendations put forward for the future editions of EVSWs. In particular, the workshop covered the engagement of the key stakeholders – representatives of local, regional, national and international organisations active in the field of VET - in a broader discussion structured along the study findings based on the participants' experiences. Furthermore, it gathered inputs on suggestions and recommendations for the further development of the EVSW to maintain its relevance and improve its effectiveness, efficiency, impact and European added value. The agenda of the workshop is presented below, while the discussion points and conclusions are presented in the subsequent chapters with the findings of the study.

Figure 8 Agenda of the validation workshop

Time	Agenda points
13:30-13:45	"Arrival"

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	<p>Welcome and housekeeping: comments, QA and Zoom meeting functions, break out rooms, chats</p> <p>Introduction by the European Commission</p> <p>Tour de table, participants' expectations for the workshop</p> <p>Moderated by Technopolis</p>
13:45-14:00	<p>Presentation of the key study findings, recommendations by Technopolis and Q&A</p>
14:00-15:20	<p>Interactive working session – The first 30 minutes will discuss the relevance of the findings, while the second 30 minutes will focus on finetuning and validating the recommendations put forward for the future editions of the EVSW.</p> <p>The sessions were moderated by Technopolis personnel</p>
15:20-15:30	<p>Summary by Technopolis</p> <p>Conclusions by the European Commission</p>

2 Objectives and activities of the EVSW and the arrangements for its implementation

The objectives of the EVSW are wide ranging, which allows the strategic intent of the Member States, the regions and the local areas to be reflected through the choice of activities which are being developed for the Week.

Figure 9 Objectives of the EVSW

Overarching objectives	Who do you target and why?	Points of reflection
To highlight the attractiveness of VET	Employers' organisations, business chambers, trade unions & their associations are another key audience as they need to be aware of the skills and competences which VET provides.	To what extent can EVSW effectively identify and target the right kinds of employers (SME vs multinationals)? This would need to be organised at the local and regional level and therefore the level of effect might be difficult to influence at the European level.
	Citizens are the ultimate beneficiary as they will be the target of the VET system as potential users of the wealth of opportunities provided. As such there need to be very well directed messages as to why VET is the attractive choice.	There is a similar issue for citizens. Those putting on events may have the citizen as the primary target audience, but this will have a small effect on the overall level of uptake of VET in the Member States as a consequence of EVSW. Events or activities targeting citizens however can provide valuable lessons on how to attract more users at the national and regional level. Especially if data is collected. For example, a larger scale flag ship event - such as Orientamenti in Italy which hopes to attract 90,000 people including 65,000 pupils – might result, to some extent, in grass roots change in career choices or choices of upskilling and reskilling.
	Highlighting the attractiveness of VET is important in relation to	In turn, policymakers at a national level can also highlight the attractiveness of

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Overarching objectives	Who do you target and why?	Points of reflection
	gaining more influence over policymakers to increase investment or reform VET systems which are less well regarded.	VET as would investments or reforms do.
To emphasise that VET should be seen as an equal route to quality life and employment as other learning routes	Being seen as an equal route to quality life and employment is more targeted at policy influencers and ultimately the citizen. Policy influencers are important as they will shape the national, regional and local offers. For citizens this ties in with the point above and provides more depth to the notion of attractiveness.	This is a complex objective but highly important if VET is to be given equal status to all other education routes. In some MSs VET is already a primary choice and so therefore this message can be seen as more important in those MSs where government has already improved its offering and then need to attract citizens to consider VET opportunities. It is harder in underfunded less well-developed VET systems as it would be difficult to have a message which has less validity.
To persuade stakeholders, particularly multipliers, and ultimately citizens over time to take VET more seriously in the learning choices they make	This already mentions the stakeholder (multipliers) and the need to take VET more seriously.	This means the activities of EVSW need to be targeted towards those who need more convincing. This is a question of segmentation of the audience and ensuring that thought is given to raising awareness of the opportunities and changing mindsets.
To get more employers on board in becoming engaged with	This objective is specifically aimed at employers and engaging with them to achieve "active	The implications for this objective are that activities would lead to a specific action on the part of employers. Levels of engagement could be measured from attendance at key meetings

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Overarching objectives	Who do you target and why?	Points of reflection
vocational education and training, by offering work placements and taking an active part in the governance of VET	participation" in the VET ecosystem.	through to being invited to participate on boards or in local and regional fora.
Stimulate business-education partnerships	The target group is both VET providers and businesses	The ultimate aim would be to encourage formal relationships through signing MoUs or through systematically providing placements, engaging in the curriculum or through governance, as in the objective above.
To better connect the European agenda for VET to the local communities and inspire further policy developments	The target audience for this objective is the policy influencers through the connect of the European agenda to the local agenda. It provides an opportunity for policy influencers to see dialogue in action and to take account of the needs of the local communities when considering the priority setting within the national and regional context.	This objective is visionary and can encompass all of the above objectives and their resulting activities if policy influencers are included in the mix, to listen, engage and to use evidence to help shape their future objective setting.

Source: ToR and Technopolis Group

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The work on the European Vocational Skills Week began in mid 2016 and was inspired by discussions with associations of VET providers,⁵ but also with an MEP, European business associations and apprentices stakeholder groups.⁶ It was launched by the European Commission's 2016 Skills Agenda Communication. The first edition was implemented between the 5th-9th December 2016, the second between the 20th-24th November 2017. The third edition took place during the 5th-9th November 2018. For the 2018 edition of the Week, unlike its predecessors, the pan-European events were not organised in Brussels, but in Vienna in the wake of the European Union's Council Presidency of Austria. The 2019 pan-European events were organised in Helsinki, Finland in October 2019.

The EVSW is a European campaign implemented and overseen by DG EMPL with the support of external contractors. The main purpose of the campaign is to mobilise events and activities at local, regional and national levels combined with events organised by the European Commission during a specific week. For the first iteration, the Slogan "*Discover your Talent*" was agreed on to translate the event's key message together with a visual style. A series of events in Brussels focussing on policy and practice were organised and backed by a communications campaign to reach VET stakeholders across MS (and citizens, ultimately). In 2018 and 2019, the EVSW had the following main strands of action:

- Communication campaign (including social media outreach, guidelines and toolkits, press support, videos, website creation and maintenance, promotional products, app, newsletters, and support to all the elements mentioned below)
- A set of VET Excellence awards
- Hosting of Week Ambassadors
- Events and activities organised at national, regional and local levels, by local VET stakeholders that mostly took place in the second half of each year
- Events and activities organised by CEDEFOP and the European Training Foundation
- EU level events led by the European Commission, either alone or in close cooperation with the Presidencies over four days in October, November or December
- Employers days (2018 and 2019)

The EVSW is implemented by the EC with support of three contractors (one for communications (Ecorys), one for logistics, one for travel and accommodation). The budget available for communications was €821k, €1.4m, €1.5m and €1.5m in the years 2016, 2017, 2018 and 2019. We do not have information on the budget available to the other contractors. The most relevant requested communication services asked for by the EC were communication, mobilisation and dissemination of a communication kit that was developed and refined by the

⁵ <http://vetproviders-group.eucen.eu/>.

⁶ According to the Summary of concept for EVSW 2016 – 2019 EC document, "the initiative builds on proposals by 6 European Associations of VET/Professional HE providers (through VET4EU2), the European Parliament through the MEP Arthuis Pilot project on mobility of Apprenticeships, Business Europe, and the stakeholders of the European Alliance for Apprenticeships."

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contractor over the years. The implementation of the communication campaign is covered in detail below.

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Figure 10 The four iterations of the EVSW – overview of the key features

	EVSW 2016	EVSW 2017	EVSW 2018	EVSW 2019 ⁷
Pan-European events in:	Brussels	Brussels	Vienna	Helsinki
Timing of European Events	5-9 December	20-24 November	5-9 November	14 – 18 October
Timing of national events	September - December 2016	September - December 2017	September - December 2018	May – December 2019
Major differences to past editions of the pan-European events	-	<ul style="list-style-type: none"> • Stronger focus on activity by and in MS • Importance of business-education partnerships • VET from sectoral perspectives • Importance of mobility in VET 	<ul style="list-style-type: none"> • Supported by EU's Council Presidency • Possibilities to discuss in small groups (Open-Minds) • Online voting, new categories of awards, separate award ceremony • Theme (see below) 	<ul style="list-style-type: none"> • New elements: prize draw allowing winners the chance to fly to the EVSW in Helsinki⁸, an evening dialogue with Finnish parents, an expo, extra meetings on guidance and Erasmus+, image projection, citizen's dialogue with parents, "youth exchange" • Theme (see below)
Slogan (or Motto)	Discover Your Talent	Discover Your Talent	Discover Your Talent	Discover Your Talent
Themes	-	Sectoral opportunities, mobility, business-education partnerships	VET and the future of work	VET for All – Skills for Life
Achievements (Targets): Events /activities in MSs	983 (-)	1,585 (1,500)	1,852 (1,800)	1,724 as of 4th of December 2019 (2,000)
Achievements (Targets): Outreach to people	800,000 (-)	986,000 (1,000,000)	2,400,000 (1,200,000)	2,700,000 (2,500,000)
Target group:	Full range of VET stakeholders (see below for more details on target groups)			
Ambassadors	8 Ambassadors - 7 countries	20: 18 national, 2 cross-EU	26: 24 national, 2 cross-EU	25 Ambassadors and 2 cross-EU Ambassadors
Communication Budget	EUR 821,000	EUR 1,400,000	EUR 1,500,000	EUR 1,500,000

Source: ToR, Summary of concept for EVSW 2016 – 2019, RfS 2017-2019.

⁷ Information from <https://ec.europa.eu/social/vocational-skills-week/> and from the EVSW 2019 Communications Factsheet

⁸ See: https://ec.europa.eu/social/vocational-skills-week/winners-registered-events-prize-draw_en

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2.1 Implementation of the EVSW

A wide range of communications materials were designed and produced for the EVSW, including:

- A visual style
- Toolkits and guides on how to run events and communicate messages
- Audio-visual products in collaboration with BBC Studioworks covering a wide range of factual and promotional video content
- A smartphone app, which was designed to be used at the main event featuring personalised agendas and features to communicate with other attendees
- Press releases
- Newsletters
- A central website - <https://ec.europa.eu/social/vocational-skills-week/>
- Social media content and calendar for DG EMPL staff
- Promotional objects and props, for example selfie frames, pens, t-shirts, posters and stickers

The campaign concentrated to communicate its messages on five channels:

1. **Stakeholders** with established reputations and networks who were considered a vital tool to reach out to target groups. This was largely, but not exclusively, linked to the Week-associated national, regional and local events/activities. Stakeholders were provided with materials, support and inclusion on the events map and in return were expected to promote the EVSW
2. **Digital channels**, referring to the EVSW website. This was envisaged as the primary and central portal for all activities and audiences
3. **Social media**, the contractor cooperated closely with DG EMPL regarding the use of their accounts, providing support, advice and content. They also produced social media guidelines for stakeholders to use
4. **Traditional media**, referring to print and online media outlets
5. **Interaction at the events** both at the national and EU wide level

The most comprehensive information is available for the 2018 communication campaign therefore we summarise the implementation of the EVSW through presenting the arrangements made for that year. Prior and subsequent years had similar arrangements, although with further tailoring and taking into account the lessons learnt as the EVSW evolved over time. The campaign was structured around two phases. In phase one (running from June-August 2018) the focus was on targeting the stakeholders, encouraging them to organise events and/or to promote the week. In phase two (running from September-December) the focus moved to the primary targets of the campaign and building momentum around the week itself. Phase two therefore focused on reaching out to the wider public through more accessible and broader content, as well as supporting the organisation and communication activities around the events.

The role of the communication contractor in the campaign was largely to facilitate the spreading and take up of the EVSW material and messages by providing the guides, toolkits and content to both the DG EMPL staff and to other stakeholders who could act as multipliers

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through spreading the messages on the communication channels described above. They also had a more hands-on role in identifying and communicating with stakeholders, producing rolling content for media and social media and providing ongoing and extensive communication support during the EVSW.

The social media strategy relied on using the relevant EC accounts. A lot of the promotion was “organic”, as in unpaid, but there was also a significant paid element. The paid advertising social media budget was €35,915.00. It was split across 12 weeks in Phase two, but it was largely spent during the EVSW itself to try to build momentum. Approximately 60% was spent on Facebook and 40% on Twitter. The paid promotion was targeted towards underperforming countries identified throughout the campaign.

The table below maps the materials and channels onto the two phases, along with a description of the primary activities.

Figure 11 Description of phases, channels and materials of communication campaign

Phase	Channel	Materials deployed and description of activities
Phase one (June-August 2018)	Stakeholders	Stakeholders were engaged as early as possible to promote and organise events and spread key messages. They were targeted through emailed monthly newsletters and provided with resources like the visual guide and media relations guide.
	Website	Published all key guides and other resources. Published a promotional video and TED-like talk.
	Social media	Primarily used Twitter for targeting stakeholders.
	Traditional media	Stakeholder oriented content and press releases at the beginning and end of the Week respectively, promoting the results and key highlights were issued by DG EMPL in cooperation with the Commissioner's Spokesperson as well as being published on partner platforms (e.g. CEDEFOP). An Op-ed of 500 words was produced which was then amended with country-specific messages taking into account the state of play of VET policy.
	Events interaction	NA
Phase two (September-	Stakeholders	Stakeholders were engaged through newsletters and resources and encouraged to follow and share social media messages from national and EU events.

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December 2018)	Website	More accessible material was published: personalised stories, inspirational editorial, facts and figures videos and awards voting. There was also a 'share your story' feature where users could post a 100-word story with a photo or video.
	Social media	In addition to Instagram and LinkedIn, Facebook was often used as it was seen as more user friendly for the wider public. Twitter was also still vital, especially for encouraging stakeholder multipliers to spread messages. More engagement content was shared such as 60-second fact videos, quizzes and overviews of upcoming events.
	Traditional media	A press release was written at the end of the Week which among other highlights also announced the results of the Awards
	Events interaction	Promotional products were distributed to national level events with national opening events and employer days targeted. They also live tweeted the event on Twitter. The app was used to assist participants and encourage communication. A photographer was employed to provide photos for social media and a gallery of images for reporting the week. Two camera crews recorded videos with speakers and participants. Signage was provided.

In addition to the above-mentioned communication activities, the EVSW also featured European events, the engagement of the EVSW Ambassadors and the EVSW awards.

The **EVSW pan-European events** (hereinafter central events) took place in Brussels (2016, 2017), Vienna (2018) and Helsinki (2019) and lasted five days each. We have information available on the programme of the 2016 and 2019 events:⁹

- The **2016 EVSW** started on Monday with an opening event of a visit of the Commissioner to a best practice VET institution in Brussels. The event was streamed live. On the same day, a video speech by Commissioner Thyssen was provided to all national launch events taking place at the same time. On Tuesday, the Adult Skills Conference took place for 1.5 days and in parallel, excellent Erasmus+ and ESF projects were exhibited (from Tuesday to Friday).

⁹ See summary of concept for EVSW 2016-2019.

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On Wednesday, the VET Quality Assurance Forum met. On Thursday the European Business Forum on VET was organised as well as several events surrounding it, followed by a networking dinner. On Friday, a closing ceremony was held in which several high-level EU representatives including the Commissioner participated. This is also when the award ceremony took place

- The **2017 EVSW** commenced with national opening events in Member States with the participation of Commissioners and national authorities, VET learners, VET providers, companies, teachers and trainers, and social partners. On Tuesday the EQAVET Forum was organised followed by the ECVET User Group meeting. On Wednesday the VET Conference took place with multiple parallel workshops including the EAfA stakeholders' meeting and sessions on VET and professional higher education providers, Career-long professional learning, VET researchers, Blueprint for Sectoral Cooperation on Skills/Sector Skills Alliances, and mobility. A Business-Education Summit took place on Thursday while there was a public hearing on career-long professional learning in Europe, and meetings of the IAG-VET, the European Apprentices Network, and Erasmus+ KA3 projects for VET-Business Partnerships. Finally, a closing event was held on Friday with speakers from outside the EU and Europe, as well as participation from a selected number of MS highlighting key national events and a VET awards ceremony
- The **2018 EVSW** started with a press conference in Brussels followed by a visit of Commissioner Thyssen to a Belgian VET school. Later that day the DGVT were welcomed in Vienna. The Tuesday opened with the DGVT meeting in parallel to the EQAVET Forum. The Wednesday consisted of multiple parallel sessions such as a continuation of the DGVT meeting, VET site visits, as well as meetings of EU VET researchers, VET providers, Inter-Agency Group on T-VET and the European Apprentice Network. This was followed by the European Vocational Skills Conference. The latter continued on Thursday followed by a launch of support services of the European Alliance for Apprenticeships and a joint EC-OECD policy foresight workshop on 'Skilling for the Future World of Work'. The day was closed with the Awards Nominees Celebration. A final closing conference took place on Friday
- The **2019 EVSW** started with an opening event on Monday in parallel to the opening of the national events, accompanied by the DGVT meeting, a CEDEFOP community of practitioners meeting and the PLA¹⁰ for national coordinators of adult learning. Other noticeable meetings were of the European Alliance for Apprenticeships, of VET researchers, an EAN meeting, a meeting of ET2020 WGs but also a conference – this time named VET for ALL – Skills for life. The VET Expo took place from Tuesday to Thursday and on Thursday afternoon the conference VET in and for the World as well as the event "Guidance for Lifelong learning" were held. On the same day, the 2019 Vocational Excellence Award Celebration took place, including a Dinner (both were planned for close to 1,000 people). On Friday, the EVSW was closed. In comparison, the 2019 week appears much denser than the 2016 edition

¹⁰ Peer Learning Activity

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The **EVSW Ambassadors** are volunteers (no remuneration is offered) to promote VET in the different Member States.¹¹ They are chosen as a role model with a VET “story to tell”, either because of their own VET education, training background, or their contribution to the quality and excellence in VET. As role models, their mission is to reach out to a wide audience, to communicate the attractiveness of VET as well as to increase participation in the EVSW.¹²

The Ambassador role was introduced in 2016 in the framework of the first EVSW. Back then, eight ambassadors from seven countries were selected to promote the European Vocational Skills Week and disseminate its messages. In the following years, the number of national Ambassadors gradually increased with the aim to reach one Ambassador per Member State by 2019. Two types of Ambassadors exist: national and pan-European. The national ones operate primarily in their home country and mostly focus on country-specific VET issues and national events, while the pan-European ones have a cross-country function.

Ambassadors are expected to involve and influence grass-root level networks and different actors, such as young people, adults, parents, career advisors, schools, public employment services and companies (both employers and employees). Given the wide variety of the target audiences, Ambassadors may deliver their message using both traditional and social media, different communication channels and language adapted to each target group. Examples of communication activities include broadcasting through social networks (e.g. Facebook, Twitter, etc), creation of multimedia content to be published/posted online, the publication of articles for journals/magazines/newspapers or delivery of testimonies based on their own experiences.

Over the years, the procedure to identify, select, confirm and invite potential candidates has been refined to make the process more efficient and include suggestions for candidates from a variety of sources (i.e. EMPL, CEDEFOP, VET providers). The system to support the Ambassadors in their tasks has also been subject to changes over time. Currently, the contractor and subcontractor equip the Ambassadors with the “Ambassador’s pack”, which contains descriptions of their tasks and relevant country-specific information. Moreover, individual support (e.g. briefings, coaching) is also made available to the Ambassadors to maximise their strengths and mitigate their weaknesses.

Since the first edition of the EVSW, the **EVSW awards** celebration has been one of the main highlights of the events. The awards showcase examples of excellence in VET – not necessarily to single out the absolute best cases but to provide examples that motivate, inspire and demonstrate the excellence, attractiveness and benefits of VET.

The EVSW award-winners are very important for the publicity of the EVSW and VET in general, as they are to be seen more broadly as a kind of VET ambassador. Their achievements are communicated on all communication channels including social media. The award categories have been expanded over time to showcase a broader variety of inspiring VET examples (see Figure 12).

¹¹ European Vocational Skills Week 2018. Ambassadors. Concept note

¹² European Commission (June, 2017) European Vocational Skills Week Ambassadors

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Figure 12 Award categories EVSW 2016 - 2019

Award categories EVSW 2016	Award categories EVSW 2017	Award categories EVSW 2018	Award categories EVSW 2019
<ul style="list-style-type: none"> • Euroskills 2016 competition winners • VET photo contest • VET researcher/paper of the year • VET engaging and inspiring teacher/trainer • VET employer • VET/apprenticeship learner 	<ul style="list-style-type: none"> • The Best of Europe Award. Worldskills • CEDEFOP Photo Award - Vocational Education and Training: tell your story • The ETF Torino Process Award: Entrepreneurship Key Competence Award • Innovative VET Provider Award • UCL Institute of Education VET Research Award • Training at Work Award • EAfA Awards (Large companies, SMEs, Micro-enterprises, Apprentices, Practitioners in apprenticeships) 	<ul style="list-style-type: none"> • Companies and learners <ul style="list-style-type: none"> - EAfA – Apprentice - EAfA – Large companies - EAfA -Small companies - Training at Work - International Skills Competition - Junior Achievement Europe • VET Innovators <ul style="list-style-type: none"> - Innovative VET Provider - Special selection in the context of the European Year of Cultural Heritage - Teacher and Trainer - VET Researcher • European Funding for Excellence <ul style="list-style-type: none"> - European Social Fund Project - Erasmus+ project • European Agencies' awards <ul style="list-style-type: none"> - CEDEFOP VET Photo Award - European Training Foundation 2018 Entrepreneurship Award 	<ul style="list-style-type: none"> • Companies and learners <ul style="list-style-type: none"> - EAfA Apprentices (4 nominees of which 2 winners) - EAfA Companies (4-6 nominees of which 2-3 winners) - Training at work – Company and learner (2 nominees of which 1 winner) x2 • VET innovation awards <ul style="list-style-type: none"> - Innovative VET provider (3 nominees of which 1 winner) - VET Teacher and Trainer (2 nominees of which 1 winner) <ul style="list-style-type: none"> ◦ VET Researcher (2 nominees of which 1 winner) ◦ The Entrepreneurial School Award TES (JA Europe) (2 nominees of which 1 winner) • European funding for excellence in VET <ul style="list-style-type: none"> ◦ ESF Project Digitalisation and technological change (2 nominees of which 1 winner) - Erasmus+ strategic projects on two different topics <ul style="list-style-type: none"> ◦ VET and skills for the future (2 nominees of which 1 winner) ◦ Social inclusion (2 nominees of which 1 winner) • European Agencies awards <ul style="list-style-type: none"> - #CedefopPhotoAward (2 teams nominated of which 1 winner) - ETF Entrepreneurship Award (2 nominees of which 1 winner) • Special recognitions of Worldskills and UNESCO

Source: EC concept notes, 2017 – 2019.

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The management of the awards is coordinated by the European Commission. The Commission takes charge of engaging different juries and award evaluation committees in the selection for certain of the awards, while for others, bodies external to DG EMPL are implicated. However, a recent feature of the EVSW is that the general public is invited to vote for the nominees. The selection of the winners is based on a mix of results from the selection committee (50% weight of the votes) and the general public through online voting (50% weight).

2.2 Overview of the Week-associated national, regional and local events/activities

The Week-associated national, regional and local events/activities (hereinafter associated activities and events) have been at the very centre of the initiative since its inception in 2016. The associated activities and events allow the EVSW to project its message across Member States and bring in a much wider range of partners than the central events and activities alone could do. The basic model of the associated activities and events is based on self-registration. Any organisation that wants to organise an event or activity with the EVSW badge can apply to register, and if the event or activity meets the selection criteria then it is displayed on the interactive EC map.

The events map is a crucial part of how the associated activities and events are managed. Potential organisers are asked to fill in a registration form to allow their activities and events to be an EVSW event and be placed on the map. All submitted activities and events are screened according to selection criteria pre-agreed with DG EMPL, which relate to evidence of commitment to the EVSW values and openness in terms of participation. The activities and events that pass the screening are sent to DG EMPL for approval on a daily basis. Any event or activity which does not meet the criteria is contacted in the first instance to request clarifications and further information. For those that clearly do not meet the criteria they are informed of the reasons for their rejection.

The associated activities and events took place between May and December 2016. Some activities, for example communication campaigns, might even have stretched across multiple months. The vast majority of the associated activities and events, for example communication campaigns, took place in November and December.

This core of this model has not changed over the years. However, based on the results of the annual event organiser survey, improvements were introduced to hone and adapt their approach to maximise stakeholder engagement.

In the validation workshop, national, regional and local events were seen as a good means of engaging with local communities in different national contexts, as well as influencing career choices at an earlier stage. Furthermore, they were seen as a good way to celebrate VET at the grassroots level, while the central events do so at a policy level. Every country has different needs, so both the central and the national, regional and local events are important.

2.2.1 Analysis of the events database

The number of associated activities and events at the 2016 Week surpassed expectations and then, as shown in the figure below, increased rapidly for 2017. The 2018 Final Report indicates that there was an intention to pro-actively seek out existing events and promote them the possibility of participation in / association with the EVSW. These efforts yielded a further increase, which is reflected in the higher numbers the year after. The final report for the 2019 EVSW has been made available after the submission of this draft report and will be taken into account

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for the finalisation of the report. The study team, however, received access to the EVSW events database to be able to undertake an analysis of the evolution of the EVSW-associated events and activities over the years. In total, the database holds information on 6,565 national, regional, and local events that were organised as part of the EVSW.

Figure 13 Number of associated activities and events and participants per year

EVSU edition	Number of events in database
2016	1,372
2017	1,540
2018	1,853
2019	1,800

Sources: Technopolis, based on the EVSW database

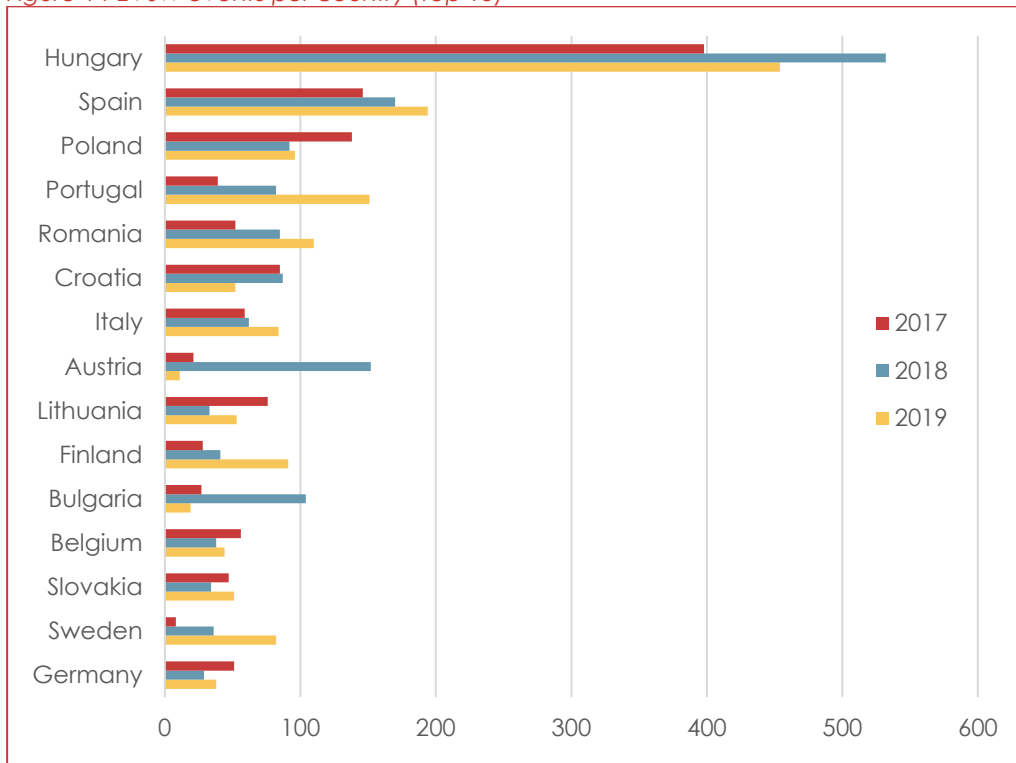
2.2.2 Changes in geographical spread

In 2016 the distribution of associated events and activities was skewed towards a few countries, with the top five countries being Hungary (127 registered events and activities), Spain (126), Croatia (90), Poland (85) and Italy (70). The distribution of associated events and activities remains skewed towards a few countries during all years. The 2016 Final Report explains that the EVSW was met with high levels of interest in countries where VET has a generally less positive image. In 2017 it was decided to target selected countries, including Greece, Spain, France, Portugal and Italy.

Analysis of the locations of the associated events and activities that are available for the years 2017-2019 shows the same pattern. It is clear that Hungary is the country that hosted the most national, regional, and local EVSW-associated events and activities by far, 1,384 in total. Hungary is followed by Spain, Poland, and Portugal with 510, 326, and 272 events respectively. Countries that have seen steady increases in the number events from 2017 to 2019 are Spain, Portugal, Romania, Italy, Finland and Sweden. This may suggest that the EVSW campaign has gained momentum in these countries over the years. However, based on the top 15 countries presented in Figure 13, there are also a few examples of countries where the number of events appears to be on the decline in past years.

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Figure 14 EVSW events per country (top 15)

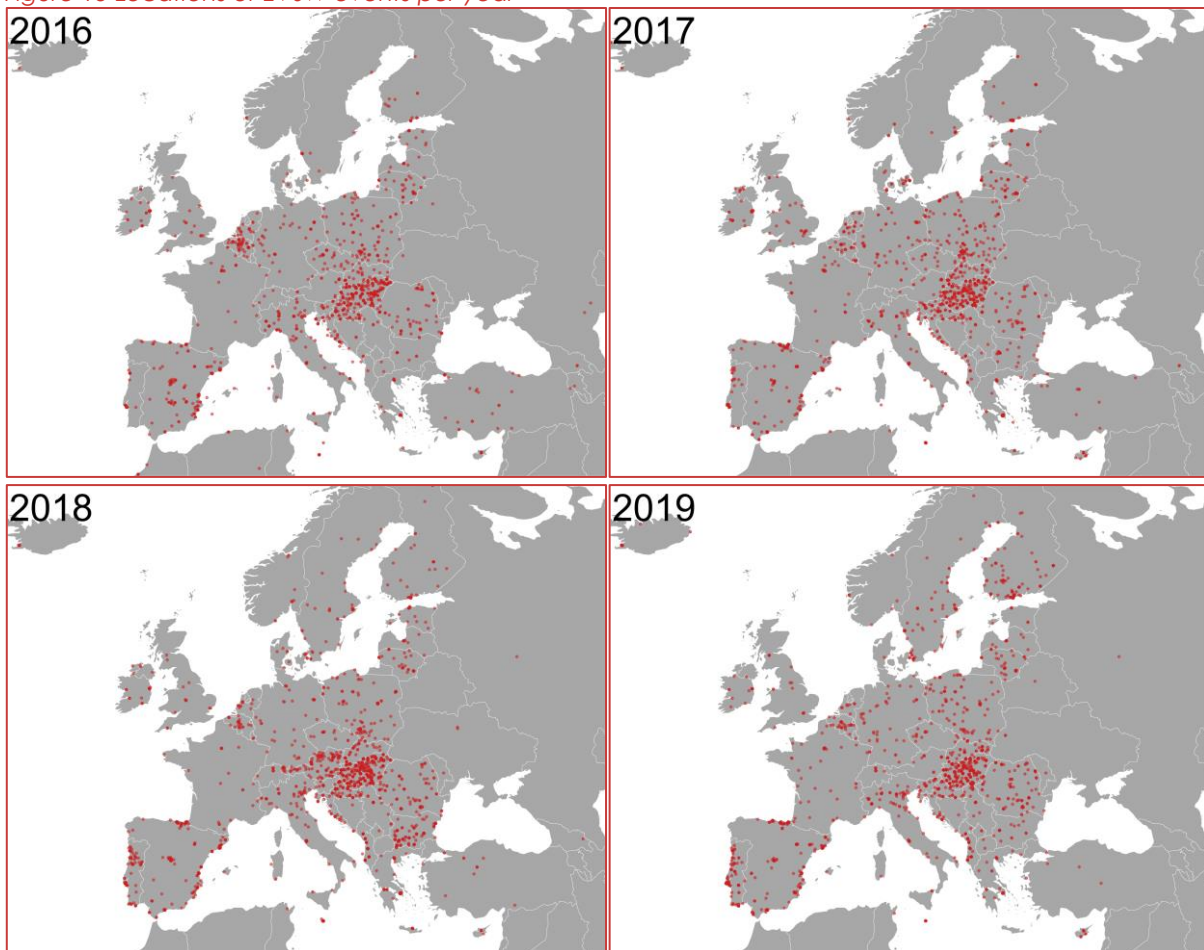


Source: Technopolis, based on the EVSW database

The number of associated events and activities in Hungary is particularly striking. In 2016 13% of events were held in Hungary. Whereas in 2019 this figure had risen to 26% of EVSW events and activities. The coordination of the EVSW-associated events and activities in Hungary is a topic of a case study (see Appendix G), that provides further details on the Hungarian participation in the EVSW.

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Figure 15 Locations of EVSW events per year



Note: Technopolis, based on the EVSW database

On the four maps of Europe¹³ every single national, regional, or local EVSW event in the events database is represented by a red dot, per year.¹⁴ In general terms, there is a fairly consistent pattern with regards to geographical coverage in all four years. Besides the primary cluster in the Hungary region, it is also worth noting more localised peaks that occur on a one-off basis. For instance, Belgium had a much higher level of activity in 2016 than other years and the same is true for Austria, which peaked in 2018. Evidently, these are a direct result of the location of the central EVSW. Indeed, Finland and the Helsinki area in particular, appear to have a higher number of events in 2019 than they did in preceding years.

¹³ The events locations in the database extended beyond Europe alone as there were events organised in North America, Africa, and few in Asia. Since the bulk of events were clustered in Europe, however, we have focused the maps on the latter.

¹⁴ While data recorded for 2016 in the events database did not specify the countries or cities where the events took place, it did include geographic coordinates for the events, allowing them to be plotted on a map.

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During the EVSW validation workshop, participants felt that the distribution of EVSW-associated national, regional and local events did not represent Europe in the right balance. Large Member States such as Germany and France appear to be underrepresented, in terms of the number of EVSW-associated events and activities. Furthermore, some of the participants were surprised to see that Hungary, Spain and Portugal hosted a relatively large share of events. The Hungarian coordinator highlighted that EVSW registration were organised as a competition amongst VET schools and centres. This approach worked well as it provided the necessary motivation for participation. Overall, it is possible that countries with relatively well-established VET systems have a tendency to regard the EVSW as somewhat less important and are therefore less involved. In addition, for well-established countries with good VET systems, a large amount of VET-related activities take place on a regular basis without being labelled as EVSW-associated events. Exceptions are countries such as Austria and Finland who participated in the EVSW by hosting the central events.

Although countries outside the EU Member States in EFTA, EEA and candidate countries have been allowed to participate since the inception of the Week, the EVSW-associated events and activities remained almost exclusively focused on a set of EU core countries, with Scandinavian and Central and Southern EU Member States most well represented.

2.2.3 Types of organisations and events

Looking at the types of organisations engaged in the organisation of the associated events and activities, it is of no surprise that VET organisations are responsible for a significant proportion of them. In 2016 the top three types of organisations were:

1. VET organisations
2. National and Regional Authorities and
3. Other education institutions e.g. high-schools and foundations

While, there were some changes in the level of engagement by types of organisation over the years, according to the mapping data, VET organisations being at the top, in charge of a significant proportion of the events and activities remains unchanged. The top three types of organisations in 2019 were:

1. VET organisations (928)
2. EU agencies - increased from 52 in 2016 to 138 in 2019- and
3. Other education institutions (130)

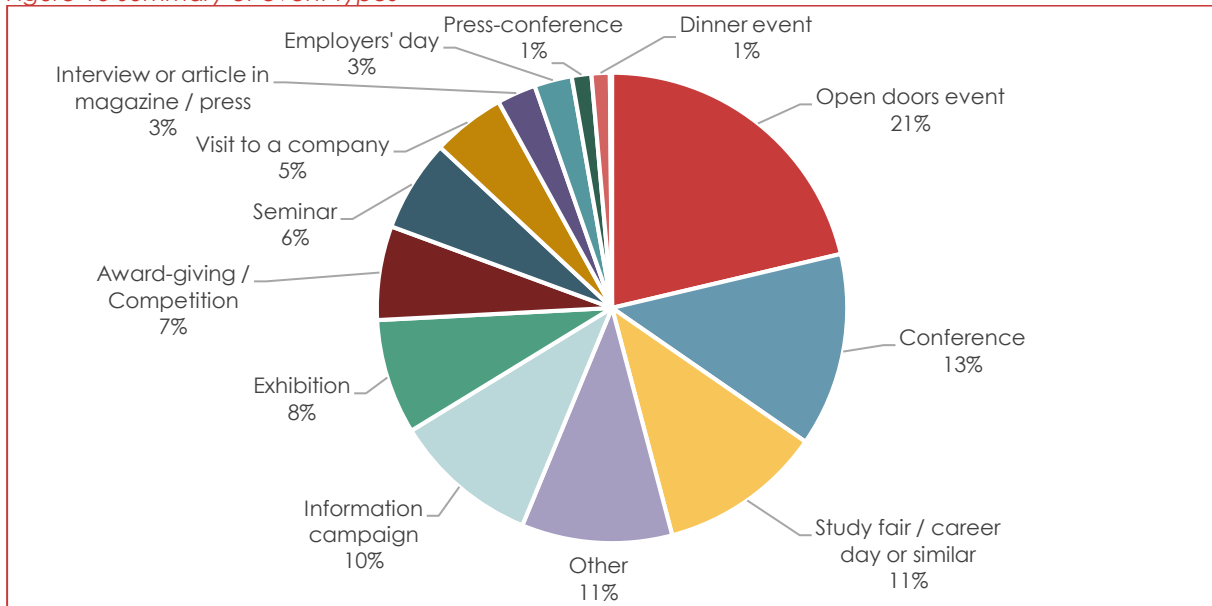
National agencies appear to have gone down from 194 to 90 by 2019. In addition to these categories, enterprises (74), general education institutions (73), chambers of commerce (62) and youth organisations (59) feature highly, while adult learning organisations (27), social partners (24) and parents' organisations (6) are engaged to a lesser extent.

The EVSW events database also contains information on the types of events that were organised, and this information was collected across all four years. However, the categories that respondents could choose from were not exactly the same each year meaning some cleaning and re-grouping had to be performed during the analysis. Furthermore, event organisers were able to tag multiple categories against their event. While there are 6,565 individual events in the database, these have been tagged with over 10,800 categories (i.e.

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some unavoidable double-counting occurs). Therefore, the following analysis refers to the total number of reported event categories rather than the total number of events.

Figure 16 Summary of event types



Source: Technopolis, based on the EVSW database

As the figure shows, the most common type of EVSW event in the period 2016-2019 was open door events. About 21% of all events were tagged as such. This is followed closely by conferences as well as study fairs and career days which account for 13% and 11% of all reported event categories respectively. It is noticeable to see that Employers' Days only account for 3% of all reported categories, but they were only introduced in 2018 and there are also events categorised as 'visit to a company' further to meetings with employers which were listed among the 'Other' category. A considerable share of events indicated 'Other' as the type of event (11%) of which some of the most frequently listed events and activities included workshops, lectures, speed meetings between employers and trainees, roundtable events, and training courses. While conferences and open-door events have been the main types of events in all four years, information campaigns and exhibitions appear to have become more prominent since 2018 (17% in 2017, 25% in 2018 and 24% in 2019).

Data regarding the duration of events is available for the years 2017-2019. Each year, the minimum duration of the events was one single day. The maximum duration, on the other hand, was as high as 122 days in 2017 and 2018, and 275 in 2019. However, it appears that these are exceptional cases as the average duration of all events stands at around 8 days. This average is driven up considerably by events and activities that lasted for several weeks or even months. The latter are most likely outliers given that the median for each year was two, meaning the majority of events and activities lasted for one day only.

Figure 17 Basic statistics on the duration of events

EVSW edition	Average	Median	Minimum	Maximum
2016	n/a	n/a	n/a	n/a
2017	7.75	1.00	1.00	122.00
2018	7.02	1.00	1.00	122.00

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EVSW edition	Average	Median	Minimum	Maximum
2019	9.61	1.00	1.00	275.00
Total	8.13	1.00	1.00	275.00

Source: Technopolis, based on the EVSW database

Regarding long-term associated events and activities included in the database, these are mainly information campaigns or long-running competitions. However, some of these have been categorised as conferences, seminars, exhibitions, and study fairs, but it is unlikely that such events would have lasted multiple months. Organisers were able to use multiple tags for their events during the registration which might be a possible explanation for such unlikely lengths.

3 Findings of the study

In the subsequent chapters we present the findings of the study along with the evaluation questions set by the Terms of Reference. The findings are presented by bringing together the results of the analysis of the primary and secondary data collected and reviewed during the study. The analysis of the online questionnaire surveys and the interviews conducted provide the backbone of the findings, which are triangulated with the results of the desk research and the media analysis, while the case studies provide further input and illustrative details.

3.1 Relevance

Evaluation questions:

- **Past:** To what extent has the EVSW addressed a need on the ground (e.g. in terms of public image of VET, needs of stakeholders working in the field such as VET schools, companies, learners, parents etc)?
- **Past:** What are the key elements of the Week that were successful in achieving the objectives of the initiative?
- **Future:** Are the objectives pursued by this initiative still relevant?
- **Future:** Which of the different elements of the EVSW are key to making it most relevant to the needs of stakeholders and the broader political and institutional context?

3.1.1 Target audiences and their main needs

To understand the relevance of the EVSW, in terms of addressing the needs on the ground and the key elements of the Week achieving the desired objectives, first the different target audiences and their effective reach is discussed in the subsequent paragraphs. Then the chapter provides an overview of how the key elements of the Week achieve their objectives.

The implementation reports of the EVSW highlight, that in 2016 the top three target audiences selected were: 1. teachers and trainers, 2. vocational students and 3. young people. The 2018 report¹⁵ whilst not providing comparable figures, confirms that the focus has remained on pupils and vocational students, while adult VET is still less strongly represented with adult learners and professional organisations, although an increased emphasis has been put on these target groups. The analysis of the EVSW events database as well as the online questionnaire survey launched as part of the current study reaffirmed these statements, although it explores the target audiences in different segmentations (i.e. in line with the main target audiences of the EVSW communication activities).

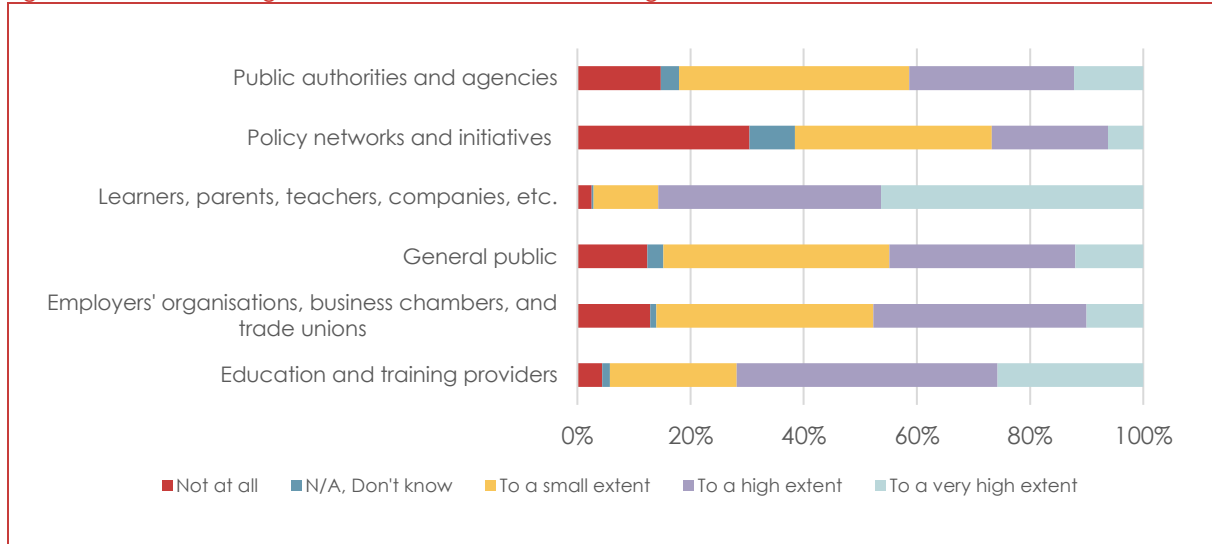
As Figure 18 shows, learners, parents, teachers, and companies as well as education and training providers were the primary target audiences for the national, regional, and local events. Over 80% of the event organisers (270) reported that their events targeted the former

¹⁵ Final report of the 2018 EVSW by Ecorys, page 30

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to a high or very high extent (see Figure 18). Education and training providers were targeted by over 70% (212) of the event organisers, while policy networks and initiatives were selected as the least targeted audience.

Figure 18 Intended target audiences of the national, regional and local EVSW-associated events



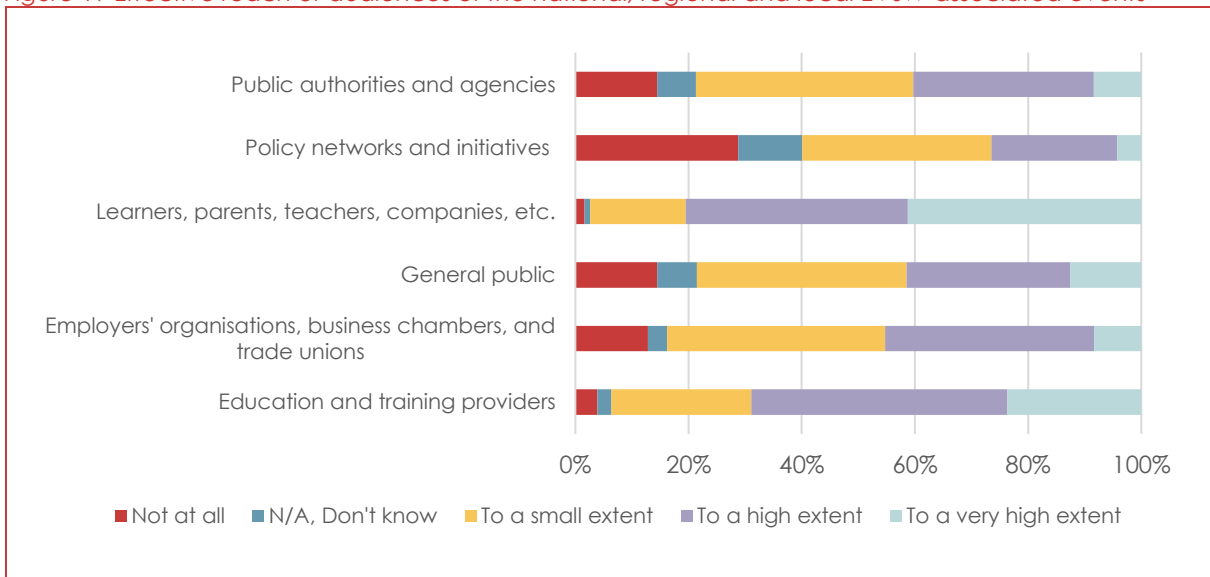
Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 235)

To obtain a better understanding of the level of stakeholder engagement with the associated events and activities, it is important to take into account the extent these different stakeholder groups were effectively reached. Figure 19 provides an overview of the degree to which event organisers considered the intended EVSW audiences to have been reached through their events and activities.

Comparing the targeting and reach of the different audiences, only minor differences stand out. In line with the intentions, the group that was most effectively reached included learners, parents, teachers, companies, followed by education and training providers. Similarly, for the remaining target groups, the degree of targeting was closely matched with reached audiences. The responses mirror the intentions and they highlight that policy networks and initiatives were reached the least with only 11 respondents (4.3% of 17) reporting reaching them effectively.

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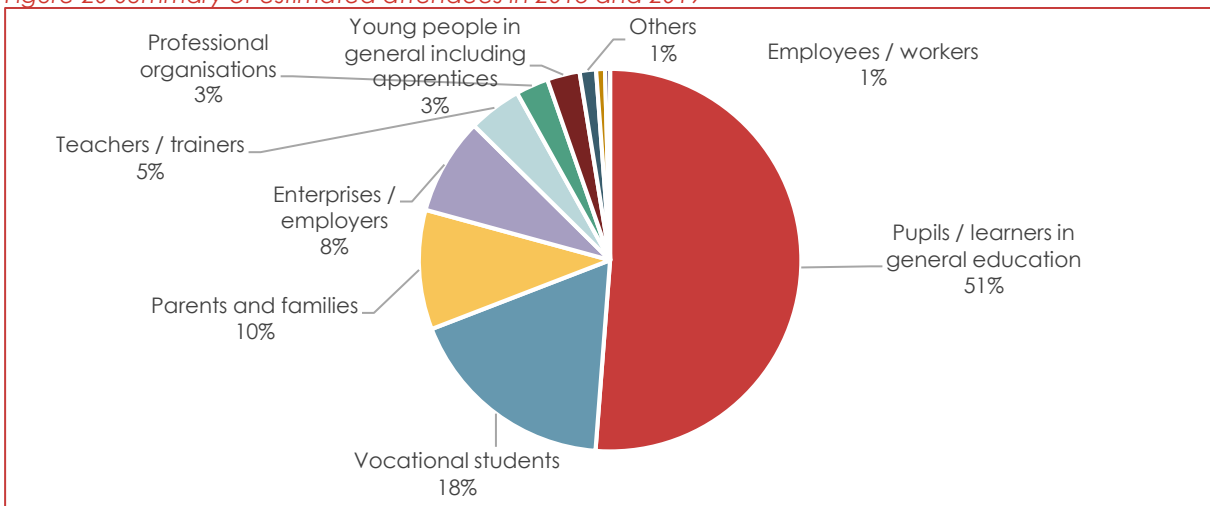
Figure 19 Effective reach of audiences of the national, regional and local EVSW-associated events



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 235)

The survey responses are reinforced by the reported numbers of estimated event participants per target group. The information was provided by the EVSW-associated event organisers albeit only for the available years 2018 and 2019 (See Figure 20). This shows that pupils and learners in general education appear to be the biggest group of estimated attendees for EVSW events in 2018 and 2019 with a share of over 50%. Vocational students, and parents and families are the second and third largest groups with shares of 18% and 10% respectively.

Figure 20 Summary of estimated attendees in 2018 and 2019



Source: Technopolis analysis of the 2020 EVSW survey questionnaires

There are certain target groups which, if targeted, can be expected to have higher numbers of visitors, which is especially true for pupils and learners in general education who are likely to have attended events in groups and therefore larger numbers than, for instance, individual teachers, trainers, employees and workers. At the same time mobilising them can be difficult, as the below case study excerpt shows.

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In Nestlé France's Tour de France on Apprenticeships, organisers reported that between 60-80 people participated in each event,¹⁶ depending on the capacities of the respective facilities. The variety of participants was broad, ranging from teachers and students from local schools that were invited to politicians, journalists and key stakeholders from the employers or other Alliance partner companies. Target groups that were more difficult to reach were school principals on the one hand, as they are typically busy people, and students from general schools on the other. In many cases, there are well established partnerships between Nestlé France and technical high schools making it easy to reach students and teachers, but it can be challenging to reach students from general schools that do not cooperate with Nestlé as often as the technical schools.

The engagement of the target audiences as described above, coupled with the large number of national, regional and local EVSW-associated events and activities organised each year are strong indicators of the relevance of the EVSW. The organisers of the associated events and activities are encouraged to register, but do not receive direct funding through the EVSW for the organisation of their events and activities.

The findings through the interview programme also highlighted that a strong need remains to increase the image of VET among policy makers, teachers, learners and parents. This view was expressed by most stakeholders, including the independent researchers interviewed who organise a researchers' conference each year as part of the central EVSW events. Taking a 2017 CEDEFOP survey on the image of IVET as a proxy, it seems that in the EU overall, more than 20% of the population still have a negative perception of IVET. In countries such as France, Hungary, Belgium or the Netherlands, nearly half of the population seem to perceive IVET at least fairly negatively.¹⁷

Tartu Vocational Education Centre and the Vocational Skills Night

The Vocational Skills Night (*Oskuste Öö*) is a nationwide event that takes place for one evening all across Estonia to promote vocational education and training. The contextual background to the event is that both the visibility and perception of vocational education and training in Estonia was not optimal. Vocational education was generally seen as secondary to a university education and academic degrees were considered more acceptable for young people and adults. Vocational education is not a popular choice amongst the young as only 26% of primary school graduates continue to vocational education. Therefore, approximately three years ago the VET schools together with the Innove Foundation decided to start collaborating more closely, especially in terms of communication to improve the visibility of VET.

These views regarding VET are further affected by the differences in the approaches to vocational education and training. There is a divide between those countries with a long-standing tradition in the area of IVET, especially countries with "dual systems" such as Germany or Austria, in comparison to economies which are more market or state-orientated such as France. Poor general education outcomes provide a challenge for VET as well as they have a negative effect on both the image of VET and VET outputs.

¹⁶ Including workshops.

¹⁷ CEDEFOP, Opinion survey on VET, responses from June 2016, representative across MS. Accessed via <http://www.cedefop.europa.eu/de/publications-and-resources/data-visualisations/opinion-survey-on-vet>, question: "Would you say that these days vocational education at upper secondary education for those aged 16-18 has a positive or negative image in your country?"

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The interviewed representatives of EU level organisations also share these views and argued that it is important to mitigate that VET is often seen as a second choice in comparison to higher education. This perception is especially prevalent in some of the Eastern European countries. There is also a need to promote a positive image of the quality of VET, which is a topic that was raised in particular by trade unions and student organisations.

Further recurring themes and topics, needs highlighted by the interviewees included:

- Awareness on mobility needs and possibilities for VET students should be further promoted. While Erasmus+ was mentioned to be a well-known brand for higher education student mobility, awareness of its possibilities for VET students could still be increased. However, some interviewees pointed out that increasing standardisation of VET is important to facilitate mobility between countries
- The importance of more work-based learning in the future, e.g. through re-/and upskilling and long-life learning as well as adult learning in general, the efforts of which should be ideally connected with more topical discussions focusing on digital and green skills in the context of VET
- Skills gaps and a lack of professionals is highly important and needs addressing. This is linked in many countries to the permeability of the education system, but it is also intertwined with the need that VET must be organised in a way that it responds better to the productive system of the country (companies). There was a call for the modernisation of VET and a stronger focus on the inclusion of digital skills and digitalisation in general
- For the non-formal education programmes, there is a need for stability in the offer and an information system that makes it easier for people to attend courses that interest them rather than those which provide easy access and reach due to their geographical proximity
- The degree to which VET is considered in national and EU policy making could be increased in comparison to higher education

These needs are also reflected in the main motivations highlighted by the interviewees to participate in the EVSW-related events and activities. Stakeholders mentioned among the reasons for their participation the need to promote VET among the overall population, but especially among younger people, and to increase the attractiveness of VET. These were followed by the intention to network, exchange ideas and experiences and to learn about best practices. Networking was particularly important for the organisations representing young people and parents at an EU level. Some of the interviewees also highlighted that participation in the EVSW provided the chance to raise the awareness of governments that public funds are needed for VET and signal to business that they should participate more.

Similar to the questionnaire survey and interview findings, the validation workshop also reinforced that there is a clear place for the EVSW. The promotion of VET needs to continue as the numbers of VET students are decreasing in many countries. Moreover, participants noted the demand for VET graduates on the labour market and the lack of supply. Instead, a large share of students tends to go to high schools and universities and are typically not incentivised to try VET. In some countries, it would also make sense to try and involve the unemployed as they may stand to benefit from VET as well.

There was, however, a consensus among the workshop participants that further improvements are needed in terms of reaching out to (prospective) students, their parents and teachers. VET needs to be seen as a first choice, so the challenge is to widen the audience. Secondary school

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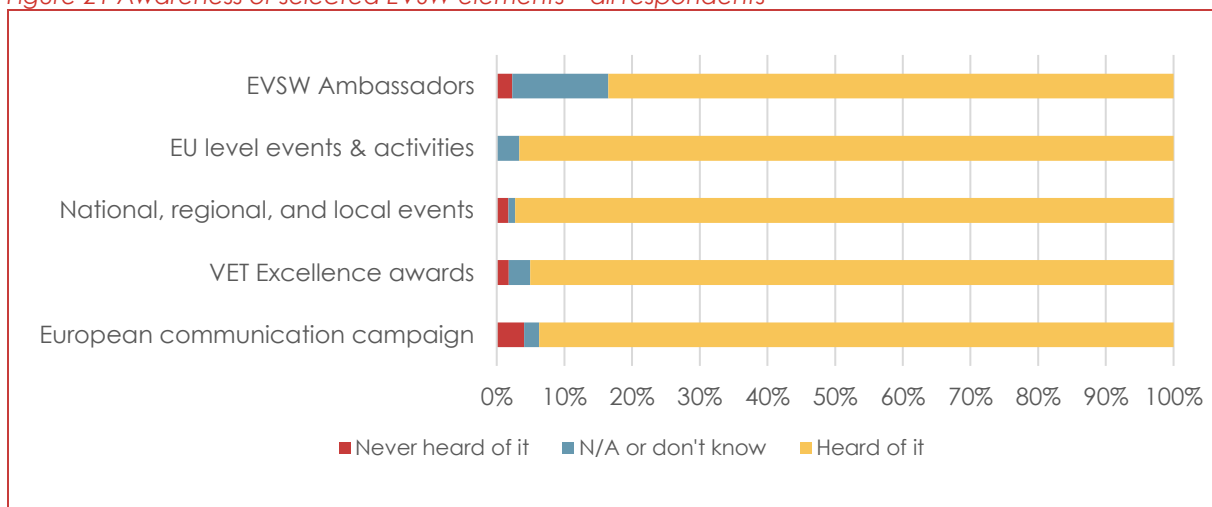
teachers, in particular, have an important role in this regard since they interact with students at a stage where they make their educational and career choices. Currently, it appears the EVSW is mainly reaching those who have already made their choices with regards to pursuing vocational education and training, but it should try to intervene before that.

3.1.2 Key elements of the EVSW

The evidence from the surveys both among event organisers and general stakeholders indicates high level of awareness and importance on most of the EVSW elements – in particular the Pan-European events, the national, regional and local EVSW-associated events, the VET excellence awards and the European communication campaign. Among all the elements, the EVSW Ambassadors are least known, thereby general stakeholders engage with them less, and they are deemed less important as well in return. Similarly with regard to the survey results, interviewees found this element of the EVSW less important – not in general, as Ambassadors were considered as an important element in principle – but here, because they considered them to be less effective (see section 3.3.1 below).

Overall, stakeholders are mostly aware of the different EVSW elements, as Figure 21 shows. The vast majority (at least 80% or 419) of respondents indicated awareness of the European communication campaign, the EVSW Ambassadors, the EU-level events and activities, the national, regional and local events, and VET Excellence awards. As already mentioned, the one element with relatively lower levels of awareness is the EVSW Ambassadors since around 16% (72) of respondents indicated that they had never heard of them.

Figure 21 Awareness of selected EVSW elements – all respondents



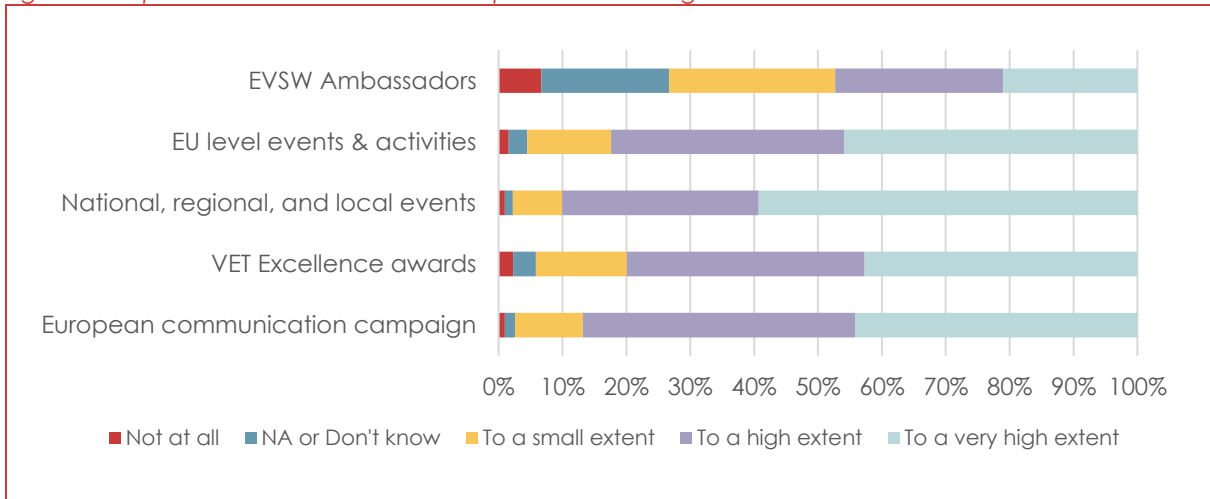
Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 468)

Beyond a basic awareness of the different elements, the survey questionnaire to event organisers also asked about the relative importance of each of them. As presented in Figure 22, the EVSW Ambassadors stand out as they are not considered as important as the other elements of the Week. The two elements with the highest levels of importance as perceived by event and activity organisers, were the national, regional, and local events and the overall European communication campaign. There is likely to be a bias in the perceived importance of national, regional and local events on behalf of the event organisers. Furthermore, over 80% (257 and 247) of the organisers considered the EU level events and activities and the VET

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Excellence Awards as highly important as well. As part of the analysis, a comparison was also made between the organisers of a single event in all EVSW editions and those who had organised events in two or more EVSW editions. Regarding the importance of EVSW elements, the same pattern holds true for the two groups without any major differences.

Figure 22 Importance of selected EVSW aspects – event organisers

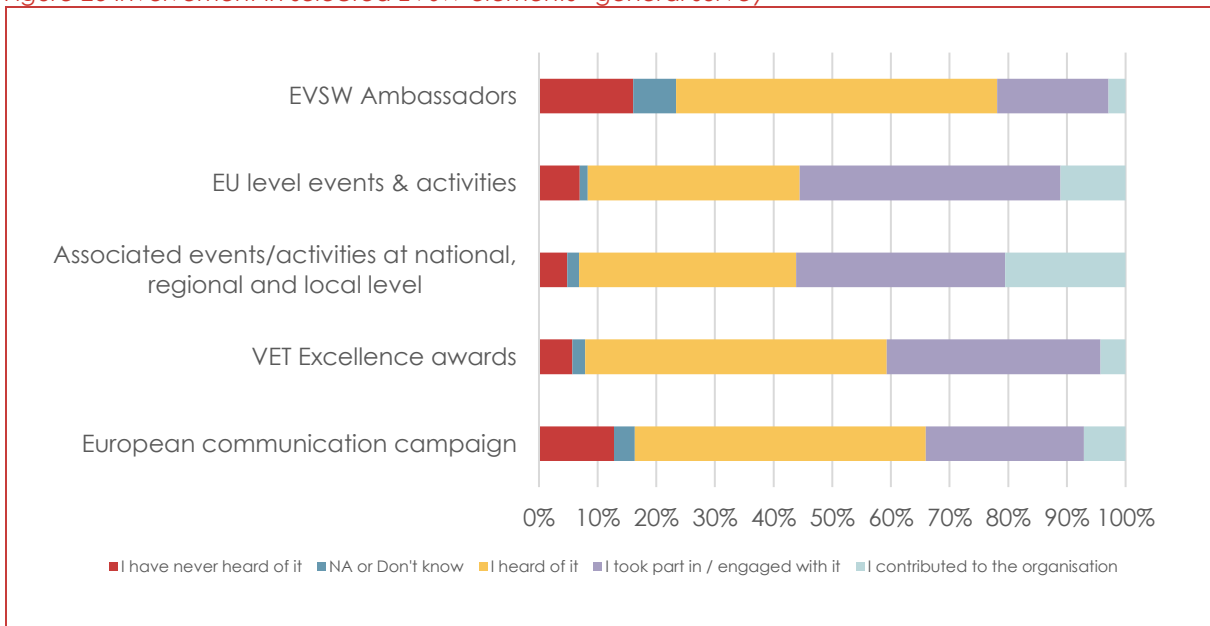


Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 325)

Respondents to the general survey were asked to indicate their level of interaction and involvement with the aforementioned elements, for two reasons. The responses provide the necessary context for the study team for the interpretation of their responses, and they also highlight the awareness of the different EVSW elements beyond the EVSW-associated event organisers. The results show that a small group of respondents had been involved in the organisation in some of these elements, although the general survey did not target them specifically. The respondents that contributed to the organisation of national, regional, and local events were predominantly public authorities (10 respondents, 25%) and education and training providers (13 respondents, 32.5%). Participants in the national, regional, or local events were mainly education and training providers (19, 29.2%), public authorities and agencies (13, 20%), and researchers (12, 18.5%). Participants in the central EU events, on the other hand, were mainly education and training providers (22 or 50%), public authorities (8 or 16.3%), and employers' organisations, business chambers, and trade unions (7 or 14.3%).

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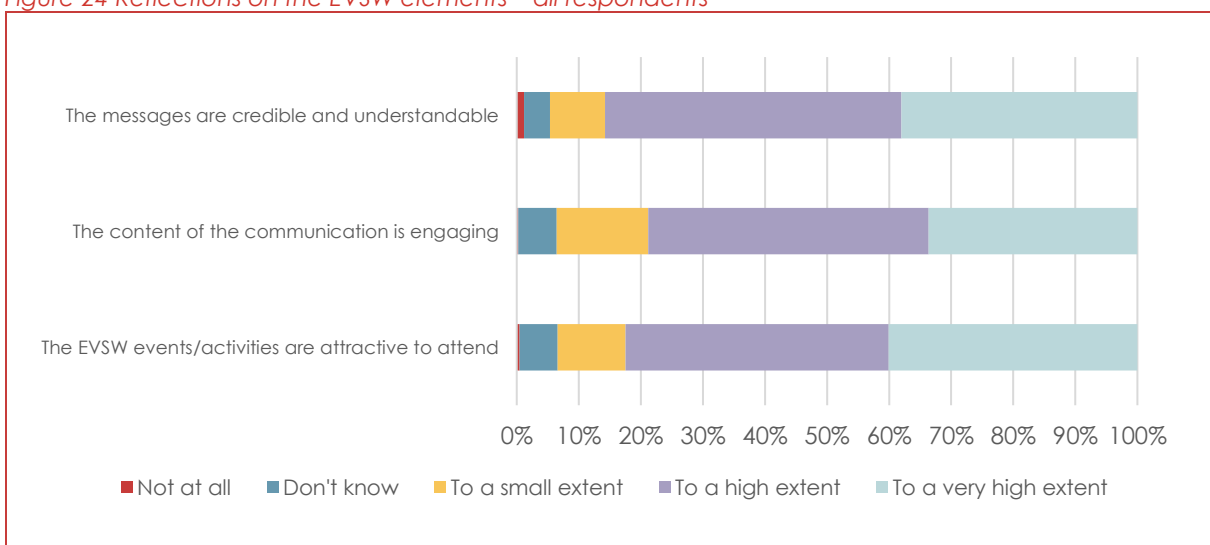
Figure 23 Involvement in selected EVSW elements– general survey



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 143)

Looking at the survey respondents' views of the different EVSW elements, they were particularly positive about the extent to which the EVSW's messages were credible and understandable as well as the extent to which EVSW events and activities were attractive to attend. For both, over 80% of respondents (368 and 362) agreed to a high or very high extent. Similarly, over 75% of respondents (342) highly believed that the content of the communication was engaging. It is worth pointing out that the majority of respondents had organised events and activities in the past. Therefore, it is worth isolating those who did not organise events but were involved as participants or attendees. There was, however, no difference in perception between the event organisers and the general survey respondents.

Figure 24 Reflections on the EVSW elements – all respondents

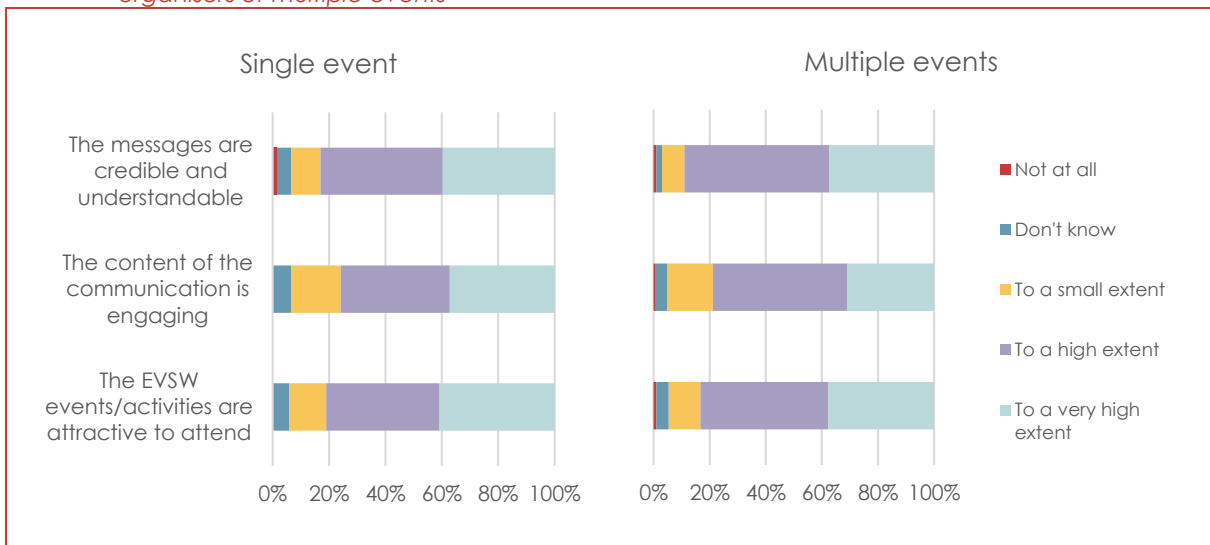


Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 440)

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As an additional step, a comparison was made between organisers of a single event and organisers of multiple EVSW events (see Figure 25). The latter agreed more strongly than the former with the statements that the EVSW events/activities are attractive to attend (83.3% or 170 respondents versus 81% or 111 respondents), that the content of the communication is engaging (78.8% or 160 versus 75.9% or 104 respondents), and that the messages are credible and understandable (89.1% or 179 respondents versus 83.1% or 113 respondents). Their slightly even more positive views were to be expected in the light of them being returning event organisers.

Figure 25 Reflections on the EVSW elements – comparison between organisers of single events and organisers of multiple events



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 341)

When asked how suitable the different elements of the EVSW were to reach out to the intended target groups, only a few interviewees were able to comment on more than one of the elements deployed:

- Most interviewees considered the **pan-European events** to be suitable for exchanging ideas and experiences, networking and learning. They were also suitable at reaching relevant researchers as a target group and facilitating exchange between researchers and policy makers. However, interviewees could not assess how well these events managed to reach parents and learners. It was their impression that reaching parents and learners is mostly the objective of the national events, although the pan-European events could also play an important role in engaging their different associations

Given the big diversity in terms of VET systems, their development stages and needs across European countries, the central events of the EVSW were found to be important during the validation workshop. Some participants expressed criticism of the main conference in the middle of the week. Specifically, it was felt that the panel discussion was not very engaging and that it would be more interesting for attendants to participate in smaller interactive sessions where ideas and good practices can be exchanged. It was again reiterated that it would be good to offer young people 'a seat at the table'.

- In line with the survey results, interview evidence raises the question of how suitable the **Ambassadors** in their current form are for reaching the target groups. Most importantly,

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many interviewees (including Ambassadors themselves) were not clear about what an ambassador is supposed to do, how they are selected and what kind of mix was to be achieved. While most of the interviewees considered Ambassadors a suitable element of the EVSW in principle (e.g. by showcasing successful people with a VET degree as role models) it was unclear whether ambassadors were supposed to be active on a national level. Some Ambassadors saw an avenue for improvement in the sustainability and networking, as they are not in contact with each other after the central EVSW events are finished

- Several interviewees considered **awards** a suitable and positive tool to motivate the community and showcase good practices, although they also pointed out some room for improvements. Suggestions included providing more clarification on whether they are supposed to provide best practice or to raise the visibility for the awardees themselves. Further suggestions included, that SMEs could be better represented amongst the awardees. There also a lack of understanding of how the awards reach the secondary target groups
- **Social media activities** are considered crucial to reach the secondary target groups, i.e. parents and learners and the importance of photos and videos were also emphasised. The latter especially were considered a powerful tool to reach young people

3.2 Coherence

Evaluation questions:

- **Past:** To what extent have the different elements of the EVSW operated in synergy and been coherent with each other?
- **Past:** To what extent has this initiative been coherent and complementary with the other European initiatives in the field of VET (such as the Alliance for Apprenticeships, the Upskilling Pathways, Skills Agenda) and with other European Commission broader corporate communication campaigns?
- **Past:** To what extent has "Discover Your Talent" been recognisable as a brand/slogan, and its associated messages brought the campaign together? What is the significance of language used in this context?
- **Future:** Is there a scope and a need for involving more / other policy areas/services of the Commission or other institutions in the EVSW, and if so, how?

3.2.1 Internal coherence: synergies between EVSW elements

Looking at the internal coherence of the EVSW elements, the evolution over the different editions has yielded positive results. For example, there have been a number of changes made to the central website since the first edition of the EVSW in 2016, which helped enhance the coherence between the various social media elements used. In 2016, the website was primarily limited to the map of national, regional and local events. In 2017 an online exhibition was introduced showcasing VET projects with a content that was suitable for promoting on social media. In 2018 a website editorial calendar was introduced featuring a range of articles, and in 2019 this editorial calendar also featured articles on the VET Ambassadors and Awards, bringing together various strands of the communications activities in a single online 'hub'. The Ambassadors and Award winners were featured in Facebook Live broadcasts in 2018, and some of the Ambassadors also attracted the attention of national media in their respective home countries.

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Looking beyond the social media activities, from the perspective of stakeholders participating in the central EVSW events, evidence suggests that there is a disconnect between the activities on central and on a national level. The majority of the stakeholders interviewed who participated in the EVSW events were not clear on how the national, regional, and local events associated with the EVSW were connected to the EU level events.

Universal Mobility (ES) and schools in Tłuszcz and Rzeszów (PL)

The case study presents a cooperation between Universal Mobility SL and the Polish schools Zespół Szkół w Tłuszczu and Zespół Szkół Ekonomicznych w Rzeszowie taking place in 2018 and 2019. The event invitation featured the EVSW logo and slogan prominently and provided content on the Week itself. The events were registered with the EVSW database in order to increase their visibility on national level in Poland. For UM, it is important to register the event to cover the European dimension as well. It was UM's impression that registration was also important to the partners to some degree, to compete with other EU Member States in terms of the number of events held. The organising team looked for the EVSW logo and slogan online, however, there is some concern about whether they found the official ones. The events had no interaction or coordination with the Ambassadors, Awards or other EVSW events and activities. The main connection is seen due to the topic of the event.

Several interviewees perceived a lack of connection that is likely preventing synergies between the national, regional and local events and the pan-European events. Again, interviewees mentioned in particular the Ambassadors, most likely because many interviews have not seen activities from Ambassadors on a national level. Indeed, it seems likely that this connection is weaker than for other elements as about a quarter of survey respondents among event organisers neither know about Ambassadors nor consider them important (see Figure 23).

The case studies undertaken of events organised on a national level suggest as well that the link between the central events, the communication campaign and the EVSW-associated national, regional and local events could be strengthened. Out of the ten cases analysed only one had interacted with an Ambassador due to the intention to engage a neighbouring country's Ambassador in an international mobility project (Hungarian case study). Furthermore, only one of them gave an account of an interaction with an awardee (see the case on the Greek OAED). The EVSW corporate design, messaging or hashtags for social media were used much more widely.

Several interviewees stated that at the national level there is not much guidance or organisation amongst event organisers or stakeholders, with a few exceptions where such coordination works very well (e.g. in Hungary, Croatia or Portugal).

Portal Škole

CARNet is the Croatian Academic and Research Network and operates within the Ministry of Science and Education. It consists of the academic, scientific, and research communities in Croatia and also includes institutions in the primary and secondary education systems. In total, the network includes over 2,600 institutions and more than 3,800 locations. It provides a range of services such as education and training as well as multimedia, computer security and customer support. CARNet also runs 'Portal škole', which is a school portal that acts as a central point for the exchange of knowledge, news and information on the Croatian education system as well as publications or reports on education in Croatia.¹⁸ The portal

¹⁸ <https://www.carnet.hr/en/usluga/portal-skole-hr/>

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has also functioned as a digital intermediary through which a range of Croatian schools have participated in the European Vocational Skills Week. Based on the database of EVSW events, 50 approved events could be identified.

Indeed, several event organisers interviewed stated that they had no contact or support from the European Commission to organise their event. In several countries, it seems that national ministries or employment offices act as coordinators for events and also urge local event organisers to register aligned events. However, these channels seem to be more informal, because some interviewees did not manage to identify such national coordinators.

Participants of the validation workshop agreed that there is a certain amount of disconnect between the pan-European events and national, regional, and local events. One participant indicated, however, that when organising VET-related events in a national context, there is not always a necessity to link it to back to the EU or the EVSW. Furthermore, the observation was made that in countries with comparatively weaker VET systems, the national, regional and local events appear to struggle more in terms of finding an audience. The benefits that can be seen at the EU-level do not always flow back to individual, smaller Member States. Similarly, the national, regional and local events are not structurally prepared with common objectives and aims. Therefore, this is an area that offers the possibility for improvement in the future.

3.2.2 External coherence with other European initiatives in the field of VET

Interviewees provided mixed feedback on the coherence with other EU initiatives in the field of VET. Many interviewees saw a lot of activities in different relevant areas that are complementary to the EVSW. Some considered the EVSW to be one entry point for all policies, events, initiatives around VET. Interviewees mentioned further that although European policy jargon can be confusing sometimes, the EVSW is used to increase awareness and to provide information on policy initiatives such as the Upskilling Pathways and the Skills Agenda. In regard to these activities, several interviewees pointed out that coherence with the topics “Digitalisation” and “Green” in their relevance to skills could be increased. DG EMPL have however addressed some of these suggestions already, as these topics are reflected in the announcements made for the 2020 EVSW awards: “This year, where possible (depending on the award category), a bonus will be given to those projects/activities that are in line with one of the European Commission's priorities for 2019-2024: A European Green Deal or A Europe fit for the digital age.”¹⁹

Interviewees also emphasised that the coherence with the Alliance for Apprenticeships has improved in the past years and that the current level of coherence should be maintained for the coming years. Several representatives of other EU initiatives were present at the pan-European events, still many interviewees saw possibilities to connect the EVSW better with various EU-level activities for example with other weeks such as the European Freelancers Week or the European Code Week. Since these Weeks are also about skills, there is a clear link to the EVSW. Furthermore, improved coherence with policy networks such as EPAL or Euroguidance

¹⁹ Source: https://ec.europa.eu/social/vocational-skills-week/awards-vet-excellence-2020_en

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could be fostered, the latter to increase the outreach to guidance counsellors active in adult education.

Many interviewees saw avenues for improvement when it comes to the coherence between the EVSW and Erasmus+. While interviewees acknowledged the presence of Erasmus+ in the EVSW, it seems that the Erasmus+ channels are not used to their maximum levels to inform schools on the EVSW, its goals and to promote participation. This despite the argument – brought up by several interviewees – that mobility in VET provides an important lever to boost the image of VET as well. Links with Erasmus+ mobility are featured in three of the case studies. The box below summarises the experiences of the Romanian Mihail Kogalniceanu' Economic College.

Exhibition of the VET European projects / Access to Professional Success Through Erasmus+

The EVSW exhibition organised by the 'Mihail Kogalniceanu' Economic College showcases the activities the latter has undertaken through the Erasmus+ programme. In addition to this, past iterations of the project were funded by the Leonardo da Vinci programme of the Commission's Lifelong Learning Project (LLP). In a sense, the EVSW is acting as the communications counterpart to other EU-level activities that award funding or promote vocational education and training in another way. This relationship has benefits for both sides. On the one hand, it allows the EVSW to showcase successful work in the area of VET and share good practices around it. On the other hand, it creates additional international exposure for the programme or initiative, in this case Erasmus+, that supports the underlying activities.

3.2.3 Brand recognition and provision of coherence through associated messages

Social media data can provide some insights on this question through the analysis of the hashtag #DiscoverYourTalent. Along with #EUVocationalSkills, the hashtag #DiscoverYourTalent has been a central element of the social media campaign since the first edition in 2016. Only some of the annual implementation reports include specific data on #DiscoverYourTalent, which are summarised below

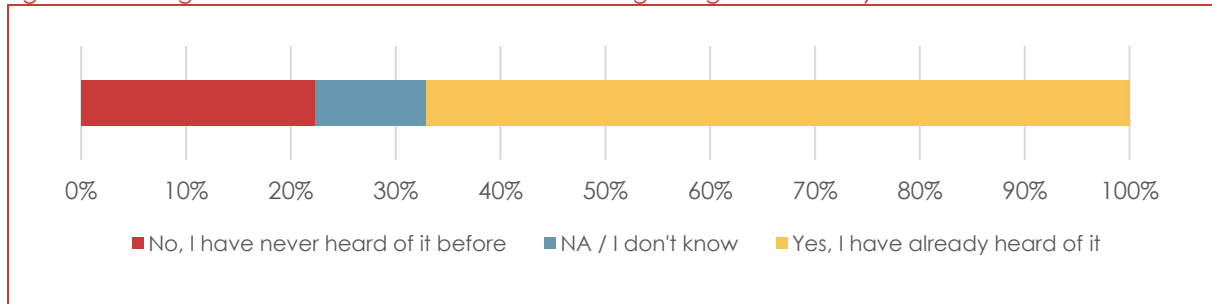
- **Recognisability:** In 2016, #EUVocationalSkills was used far more frequently (by a factor of 10) than #DiscoverYourTalent, which could indicate that the slogan was not yet so widely recognisable at this stage
- **Language and location:** The 2016 social media report presents data on the use of #DiscoverYourTalent broken down by geographic location and language. By far, Spain was the country where the hashtag was most widely used (452 mentions), followed by Belgium (180), the UK (148), Romania (89) and Italy (80). After English, Spanish was also the most popular language; use of the hashtag in posts in languages other than English and Spanish was negligible
- **Sentiment:** In 2016, the hashtags #qualifications, #workshops, #education, #careers were among the keywords associated with #DiscoverYourTalent; in 2018, the most popular keywords associated with #DiscoverYourTalent included 'the working day', 'the future' and 'learning'. Together with #EUVocationalSkills, the hashtags recorded a score of 94% positive sentiment in 2018

Anecdotal evidence from one interviewee acting mainly as a multiplier for social media found #EUVocationalSkills to be working very well as a hashtag, however, most other interviewees had no opinion on this aspect since they were not active on social media themselves.

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Evidence from the general survey questionnaire suggests that the “Discover Your Talent” has indeed been recognisable as a slogan. Out of the 143 respondents to this question, just under 70% (96) stated that they had heard of “Discover Your Talent” before, although 22% (32) had not.

Figure 26 Recognition of the “Discover Your Talent” slogan – general survey



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 143)

The survey findings are reinforced by interview feedback. Nearly all interviewees recognised the Brand “Discover your Talent” and most considered the slogan a good choice. Interviewees found that it speaks to young people, a statement with which youth organisations themselves agreed as well. A few interviewees were critical about the slogan, mostly from trade unions, because it puts the responsibility on the youths. They are tasked with discovering their talents, but in their views VET students need support in finding or needing to develop their talents first or at least further. Therefore, they suggested marginal improvements such as “Discover your skills” or “Develop your skills”.

Some interviewees also pointed out that the brand is appropriate, if aimed at prospective VET students, but not so much for the actual attendees of the pan-European events. Hardly any interviewee managed to recall the different themes (such as VET for ALL – Skills for Life; Future of VET; Importance of business-education partnerships, VET from sectoral perspectives, Importance of mobility in VET; Attractiveness of VET as a first choice) of the EVSW. Some of them recognised the themes after being prompted.

In terms of language, the EVSW material is mostly provided in English and the national, regional, local events organised use local language to reach out to their target groups. However, within our interviews with stakeholders, that was not brought up as a problem too often. It is an issue, however, in Ireland, where the policy term used is FET and not VET which can create confusion among target groups. Therefore, all materials should be adapted, which is not always possible.

3.3 Effectiveness

3.3.1 Effectiveness of the different EVSW elements – Ambassadors and awards and the social media activities

Evaluation questions:

- **Past:** How effective was the support provided by the Ambassadors?
- **Past:** To what extent do the awards contribute to the effectiveness of the awareness-raising?
- **Future:** Is the engagement of Ambassadors effective? If so, how can this be optimised, both in terms of how they are engaged and what they are able to achieve?

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- **Future:** Is the organisation of the awards effective? If so, how can this be improved? What type of the awards should be involved – is there an optimum number?
- **Future:** Has the communication potential of the Awards been fully exploited, can this be improved?
- **Future:** Is there a scope for improving the indicators and targets for this initiative and if yes, how? Are the targets in relation to the various events and activities effective? Are there other targets that could be envisaged?

Effectiveness of the social media campaigns of the European Vocational Skills Week

To be able to fully assess the effectiveness of the Ambassadors and awards, first it is necessary to look at the overall effectiveness of the social media campaign. Social media outreach has played an important role underpinning the communication strategy, aiming at increasing awareness of the Week amongst the target audiences, and in part driving traffic to the EVSW webpages highlighting the national, regional and local European Vocational Skills Week-associated events and activities, and facilitating social media discussions around VET. In order to support outreach, main social media campaign activities in the 2016-2019²⁰ period included:

- Organic promotion of content produced for the campaign, notably videos, and visuals, on own Facebook and Twitter social media accounts notably EU social and European youth – and in 2019 also Instagram and LinkedIn. Posts have also been placed on other accounts including the EC's corporate social media channels
- Paid promotion/boosted posts – including boosting of video posts, and specific “sub campaigns”, focusing on specific countries, aiming to generate traffic to the website, or, depending on year, generating EVSW quiz responses, stories and followers to the Facebook page
- Outreach and support to stakeholders, including notably the development and update of the communication handbook – which includes a specific chapter on social media outreach
- Support for the Ambassadors for social media and press outreach

When considering the effectiveness of social media campaigns, the standard accepted practice of measurement distinguishes between outreach/reach and campaign engagement, as a measure of generated awareness and interest.

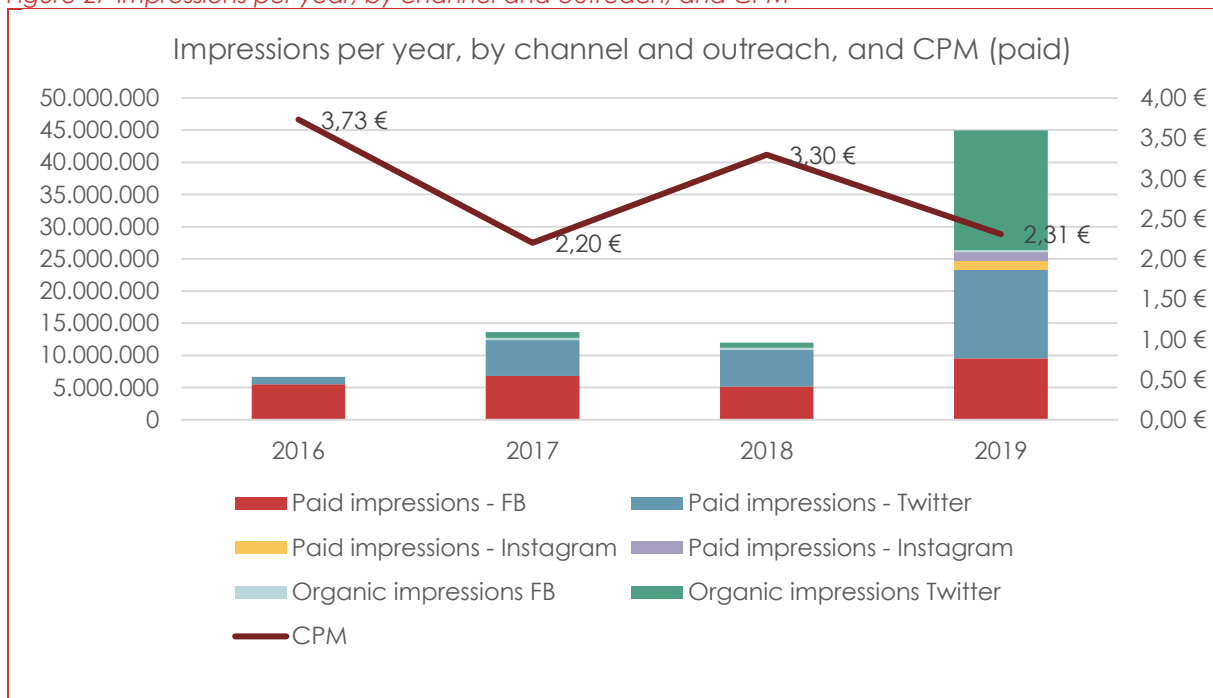
Overall, the 2016 to 2019 campaigns generated a good level of outreach. Depending on the year, the campaigns generated in the range of 6.6 to 12.4 million impressions through organic and paid outreach. Additional reach was generated through third party earned mentions (see below). The reach, i.e. the number of potential individuals who might have seen the organic and paid posts, is obviously lower, as impressions count the number of times a post appears on the screen and not unique viewers.

²⁰ Data are available for these four years from the annual implementation reports

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The vast majority of the impressions generated (91%) in the 2016-2018 period were achieved through paid (boosted) posts as illustrated in Figure 27 with relatively even outreach between the two main social media channels used: Facebook and Twitter in 2017 and 2018. 2019 saw a considerable increase in reach both on paid outreach and organic outreach. Again, the main outreach channels were Facebook and Twitter, with the added channels (LinkedIn and Instagram) adding comparatively modestly to the total reach.

Figure 27 Impressions per year, by channel and outreach, and CPM



Source: based on the reported figures in the EVSW annual implementation reports

When considering the effectiveness in the paid outreach strategy the following may be observed:

- Because the outreach is largely reliant on paid outreach, differences in impressions, year-on-year, reflects to a significant extent variation in ad spend, with lower budgets having been spent in 2016 than in subsequent years/
- There is nothing to suggest that the paid outreach was implemented in an inefficient or ineffective manner. A breakdown in budgets on ad spend per channel is not available for 2017 and 2018 and it is therefore difficult to directly compare data with other paid EC outreach activities. However, Cost per Mille of ad spend (CPM) was in 2016 and 2018 largely in line with similar headline advertising costs such as the InvestEU campaign. They were lower in 2017 (CPM of €2.2) suggesting a higher level of paid effectiveness and efficiency that year

Cost vs. reach for 2019 cannot be assessed due to lack of data.

Effectiveness of the reach and engagement with paid and organic content

Outreach and engagement under the campaigns have, year-on-year, been guided by a select number of KPIs/targets related to video views, third party engagement and associated

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outreach, and engagement with/visits to the website, engagement in specific other outreach actions such as participation in quizzes, story sharing and in 2019 account followers, Ambassador engagement and earned coverage. Overall, the campaign delivered on these targets, with over performance on select targets.

Videos views have exceeded annual targets (measured in terms of 3-second views). Over-performance is significant, with the campaign in 2016, delivering more than 11 times its target. Overperformance is also significant in the subsequent years, although targets were set considerably higher. When considering the year-on-year performance, there is a significant annual jump each year in viewing figures – from about 600,000 in 2016, to 1.1 million views in 2017, close to 2 million in 2018 and 3 million views in 2019. Where data and targets are available for individual videos (2017, 2018, 2019 videos), they consistently confirm that videos exceed viewing targets. It measured against targets, 2019 is the least successful year, with 3 in five videos meeting, but not considerably exceeding targets. In absolute terms, however it is the year having generated most views.

Where data it available, it shows that video views have largely resulted from paid outreach. The paid outreach strategy appears to have been effective, generating an interest beyond what could have been achieved had the campaign used organic and earned outreach only. Positively also, viewing figures show that organic viewing has been increasing, indicating that the campaign over the years has generated a wider interest and following of the accounts which promote the EVSW.

Figure 28 Video views, compared to targets, annual increases, and breakdown of origin

	2016	2017	2018	2019
Target views	50,000	700,000	900,000	2,600,000
Aggregate views	626,613	1,115,833	1,968,332	3,087,769
Performance in view of target	+1153%	+59%	+119%	+17%
Increase compared to previous year	NA	+78%	+76%	+57%
% views stemming from paid outreach - FB	76%	NA	27%	NA
% views stemming from paid outreach - TW	23%	NA	47%	NA
Organic views	NA	3%	26%	NA
Views - AV library	1%	0	NA	NA

Source: based on the EVSW annual implementation reports

Video viewing data across annual reports vary in terms of content and detail available. However, data from 2017 suggest that the paid outreach has been well targeted and the posts

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attractive to potential audiences. The view rates for that year are high. 51% of those having been exposed to the video initiated viewing them (i.e. minimum view of 3 seconds). This is higher than comparable figures from the InvestEU campaign – which had an average view rate of 33% for Facebook and 46% for Twitter.²¹

Posts which have performed particularly well on views relative to paid impressions are the 2017 *Promotional video* and the *Making Business-Education partnerships the new norm* video, both having view rates of 65% or above. The TED-like talk performed less well, with a view rate of 36%. In absolute terms, highlights from national events generated most views, but it was also the most promoted video. It had a view rate of 53%. There is no similar data from the other years.

In absolute terms, a select number of videos have generated most views:

- In 2016: the Norway pre-preview video and the 'Post week highlights' generated close to all viewing (97% of total views) – with the Norway video generating 54% of all views
- In 2017: three videos generated 77% of total viewing (promotional video, highlights from national events). The TED-like talk generated 40% of views (47% of all impressions)
- In 2018, the Promotional video; TED-like talk video and Overview of Vocational Skills Week events generated 87% of video views – with the promotional video generating 39% of all views.
- In 2019, the Promotional video and TED-like talk video generated 57% of video views – with the Ted-like talk video delivering 29% of total

While view rates form part of the core indicators and targets of the campaign, they only provide a partial view on effective reach and potential awareness generated. Views are measured by views at three seconds. As such the figure provides little clarity on whether the audiences have actually viewed the content.

Reports do not provide view through beyond three seconds or view through rates (VTR²²). However, the 2018 report does provide data on absolute completed views. This data does suggest that there is scope for improvement of video content, tailoring of the videos to the different channels – and/or a change in the relative paid outreach strategy (using paid media, more extensively on Facebook or other channels such as Instagram, and less on Twitter. Of the nearly 2 million views generated, only some 55,800 views were completed (3.8%). Shares are higher for Facebook (6.8%) and lower for Twitter (2.2%). Comparable estimates from InvestEU are significantly higher - at 14% on Twitter and 9% on Facebook.²³

Overall, of the 2017 videos the 60-second fact videos stand out as the most effective video in terms of view through of started videos (24% for FB 7%). At the other end of the scale. the

²¹ Breakdowns are not available in the reports by channel

²² Usually presented at 25%, 50%, 75% and at 100% of full views divided by impressions.

²³ 100% view through is not available from InvestEU, the shares provided relate to View Through at 75%– shares calculated by the study team based on performance data from InvestEU

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promotional video, the TED-like talk video and the Overview of Vocational Skills Week events had low view through figures – especially on Twitter (below 2% of views started were completed). This is worrying considering that paid promotion on Twitter for these videos generated 41% of the total video views (or 800K views).

That videos are not watched in their entirety is also suggested by the 2016 report. While data is selective, the Facebook video for which there is data indicates an average watching time of 5 seconds. On Twitter the completion rate ranges between 0.2% and 2.8% for the promoted videos on which there is data.

If videos show somewhat mixed results (high viewing figures, but low number of completed videos), performance on other engagement metrics is positive. Organic and paid posts have generally enjoyed high levels of engagement, with engagement rates being at 1% or above, for Twitter and 0.9% or above for Facebook posts. This is considerably higher than similar metrics for the InvestEU campaign, and is considered, as a standard metric, to be in absolute terms a high engagement level. Judging from the 2018 data, the vast majority of engagement is generated from paid posts (97% in 2018), confirming the attractiveness to audiences which have been exposed to the posts.

Engagement rates appear to have been particularly high in 2017 (485.4K), dropped subsequently in 2018 (208.6K) and increased again in 2019, albeit to a lower level than in 2017 (296.9K). While data is not consolidated in the reports, and engagement breakdowns not provided, a contributing explanation for the decrease, is the variation in ad spend aiming to drive traffic to the website which dropped considerably from 2017 to 2018²⁴. While data is only provided for 2017, it does appear that the core form of engagement generated to both Facebook and Twitter outreach is clicks. In 2017, clicks represented 86% of engagements on Facebook, and 96% of engagements on Twitter. Retweets only represented 0.06% of total reported engagement suggesting that the viral reach of the campaign is likely to have been low. As data is not provided on ad spend and breakdowns in the 2019 report, it is not possible to provide comparable analysis for that year. The report, however, confirms that engagement is generated largely through paid posts (95%).

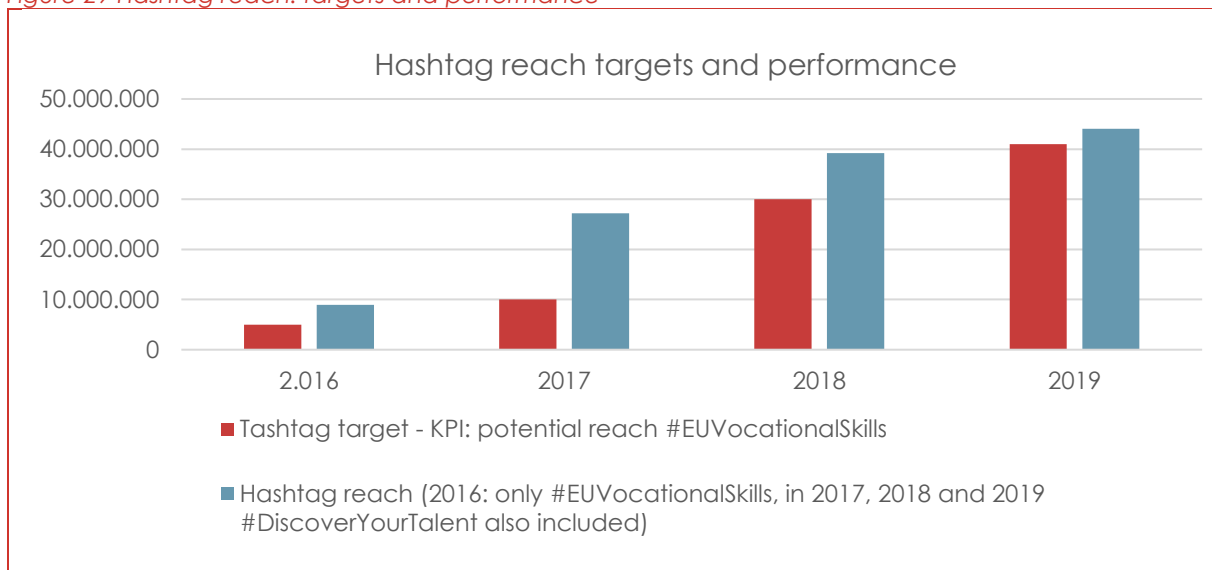
Earned social media reach

Generating reach (by own paid/organic reach and third-party campaign mentions) is a key expected result of the campaign, and one on which the campaigns, year-on-year, have performed well and within the (increasing) targets set. Reach has been measured through potential reach of hashtag mentions over the three campaign years (#EUVocationalSkills and #DiscoverYourTalent). When considering these numbers, the campaign has been performing very well, with hashtag reach increasing from 8.9 million in 2016, to 39.2 million in 2018 largely exceeding the set targets.

²⁴ Dropped from EUR+5000 to EUR 500

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Figure 29 Hashtag reach: targets and performance



Source: based on the reported figures in the EVSW annual implementation reports

Besides the 2016 report, there is no data on the total number of accounts/users which have posted using the mentioned hashtag, and there are no country breakdowns. However, the data which is available from the 2017 and 2018 reports suggest that there is potentially a considerable amount of duplication in the reach figures. Hashtag reach measures the potential number of accounts/users which have seen a hashtag, totalling up the number of followers of each of the accounts which have used the hashtags. As such there will always be a level of duplication. In this case, moreover, reach of two hashtags are reported on, which means that the contractor has summed up the reach of each hashtag and then summed up the total of the two (rather than unique followers). This to our understanding mean that the reach of any earned post mentioning both hashtags will be counted twice. Only the 2016 report provides the KPI exclusively for #EUVocationalSkills, which in part may explain the large jump from 2016 to 2017.

A further issue stems from the way in which hashtag reach has been calculated. In the reports, hashtag reach is reported on a monthly basis which is subsequently totalled up. This means that the reach of an account which has published in each of the three months, will be counted as “three times the reach”. As such the potential reach which is reported does not present the number of people reached on social media as suggested by the reports. The number of people having had the opportunity to see the hashtag will be much smaller.

When considering the total number of impressions served (paid), the breakdown in hashtag mentions per month, and the top accounts having mentioned the hashtag, it may be estimated that in 2017 and 2018 at least half of the reported hashtag reach generated stems from the EC’s own accounts (incl. the EC’s corporate accounts and other accounts) – including from boosted posts. Judging from the 2019 data 58% of the total hashtag reach is paid reach.

Reflecting the relative weight of the EU accounts for total reach, more than half of the top 10 influencers in 2017 and 2018 were EU accounts – including “EU social” (Absolute top influencer); EU commission, EU (2nd top influencer); European Youth; Erasmus+; the EC Representation in

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Spain; CEDEFOP; João Santos (DG EMPL) and the European Training Foundation. Third party top influencers were largely institutions and companies. Judging from the list of top influencers, it does not appear that senior political figures or media/journalists (which typically have high follower numbers and thus often appear in top influencers) have engaged in the campaign outreach.

Besides these EU accounts, top influencers were (no data for 2019):

- In 2018: ISMEK Turkey; Formation professional Andaluza; Nestle, (three accounts in the top 10 lists: corporate; Italia and EU affairs) and EfVET and the Adecco Group
- In 2017: CSR Europe; Epale; Catholic University of Murcia; Formacion profesional Andaluza, Nestle, (2 accounts in the top 10 lists: corporate; and EU affairs) and the Adecco Group

Due to the lack of data on the number of accounts which effectively engaged/posted or shared the hashtag, it is not possible to assess how widespread third-party engagement was. Data is only available on hashtag users and number of posts in 2016. In that year there were 3,259 accounts which had posted using the hashtag #EUVocationalSkills. A total of 10,921 posts were shared or an average of just about 3.3 posts per user. 1,879 posts mentioned #DiscoverYourTalent. These posts stemmed from 726 accounts.

In absolute terms, the number of posts and accounts having posted is significant. However, when considering the number of events organised that year (1372) total number of national events participants (584,512 participants) and participants in the EU level events (1,363 physical participants), there appears to be scope for generating enhanced earned social media engagement. This can be illustrated by looking at data from other events. For example, DG ECFIN's Brussels based flagship stakeholder event Brussels Economic Forum, generated in 2019 2,111 mentions of the official #EUBEF19 hashtag on Twitter. This compares to a total participation of 1,100 participants²⁵.

Data from 2016 also appear support this finding. The 2016 social media report presents data on the usage of #EUVocationalSkills and #DiscoverYourTalent. Geographically, posts are heavily concentrated in a few Member States, with #EUVocationalSkills posts from Spain representing 19% of total posts (2,088), followed by 15% in Belgium (1,547), 5% in the UK (580) and 5% in Switzerland (538). This compares to fewer than 50 posts in countries such as Denmark, Sweden, Germany, Poland, Portugal, Austria, Bulgaria and in each of the Baltic countries. That posts are concentrated, is also illustrated by the languages used. 71% of all posts were in English. 9% were in Spanish. Use of the hashtag in posts in languages other than English and Spanish was negligible. The third most used language, French, represented only 180 posts. The concentration of posts and the use of English as the main language appear to suggest that the 2016 campaign overall was more effective in engaging transnational stakeholders and

²⁵ Integrated Report 2019, Communication activities of DG ECFIN in 2019, Technopolis Group and Henningsen Consulting for DG ECFIN

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large bodies to talk about VET than engaging the wider audiences. There is no data to assess if the same patterns hold true for other years.

Website reach and engagement

Reach of the website exceeded the expected targets in all three years for which there is data (no data for 2019). There is evidence of considerable overperformance in 2016 and 2017, when considering the number of unique visitors and – for 2016 and 2017 - downloads of the Communications toolkit.

These results are illustrated in the table below, representing where available, performance by month. As can be seen from the 2017 data the largest share of unique visits happened in the month of November, the month when the EVSW takes place. On average each visitor visited the website 1.3 times in 2017.

Figure 30 Website visits and toolkit downloads, against targets

	2016	2017	2018
Target: unique visits to the EVSW webpages throughout the campaign period	5,000	40000	100,000
Accumulated unique visits	34,037	81,317	106,746
Performance against target	581%	103%	7%
Total visits	NA	106,853	NA
Average number of website visits per unique visitor	NA	1.31	NA
Target: Total toolkit downloads	300	11,550.00	12,500
Target: Downloads of communication toolkit	NA	300.00	NA
Total downloads of all key online materials (toolkits, guidelines, leaflets, postcards and brand marks)	11,001	17,004	NA
Total communication toolkit downloads	NA	916.00	NA
Performance against target	3,567%	47%	NA
Performance against target	205%	NA	NA
Unique visits per month			
July: unique visitors	NA	2,279	NA
August: unique visitors	NA	2,586	NA

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September: unique visitors	NA	6,092	NA
October: unique visitors	NA	17,720	NA
November: unique visitors	NA	32,709	NA
December: unique visitors	NA	19,931	NA

Website visit/unique visitors and downloads, however, is only a partial indicator of performance. For engagement to be assessed, there is a need to consider the effective engagement with the website, which pages were consulted, time spent on the website (and bounce rate), number of pages viewed etc. This data, however, is not provided in any of the reports, nor is country distribution of visits available. Data is limited to downloads of the Communications toolkit and survey feedback on the website's usefulness.

This data shows that the campaign has met and exceeded its targets for toolkit downloads, increasing overall performance year-on-year, and exceeded the targets for the two years for which data is available. However, as total downloads reported appear to count any downloads of content of the toolkit, it is therefore difficult to assess its actual performance.

Survey feedback from stakeholders confirm the website's usefulness. However, beyond data on quizzes and story sharing (see below) there is no data allowing an assessment of the actual use or attractiveness of the website and its content, to other target audiences.

Quizzes, story sharing and Facebook page

To encourage engagement and interest two digital outreach activities were implemented in the 2017, 2018, 2019 campaigns: sharing of stories and an online quiz. Story sharing had a target associated to it. Quiz participation had a target associated to it in 2017 and 2019, but it appears not to in 2018. In all years, quizzes and story sharing were online. In 2018 and 2019 they were supported by paid outreach.

Overall, when considering the potential reach (both online and offline) both quizzes and story sharing have performed modestly – delivering few stories for sharing and relatively few quiz replies. Paid posts relating to the quizzes did fairly well in 2018, in terms of attracting people to the website (click rate of 0.7% and 1.3% respectively – no comparable data for 2019). However, these did not translate well into quiz participation, considering that quizzes most likely were also promoted through organic posts, and via third party stakeholder promotion. The quizzes implemented in 2018 and enjoyed a better outcome overall than the 2017 quiz, but overall participation is low (total of 586 in 2018 and 834 in 2019 vs. 157 replies in 2017).

As for the 2018 quiz it was supported by paid outreach with Facebook having been more effective in terms of generating clicks to the relevant page on the website. However, the overall conversion rate is very low considering as well, that story sharing also would have been subject to organic and earned outreach.

Engagement with sharing your story likewise is low, and below the targets defined in 2017 and 2018. The 2017 campaign generated 13 stories (against a target of 50). The 2018 campaign

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generated 39 stories (target 100). There is no data on story generation in 2019, but we understand that this activity was also used in 2019.

A Facebook Group was set up in 2019 to drive stakeholder engagement. It generated a limited followership (294 members). It proved, more effective in terms of engagement. In total, 100 of the posts received two or more comments, with 155 posts gaining at least one comment. 243 of the posts received at least one reaction with 209 receiving three or more.

***EVS*W Ambassadors**

The purpose of the VET Ambassadors was to reach out to stakeholders in their country such as schools, local enterprises, employers, trade associations, etc., especially via social media, with the aim of engaging them in VET and encouraging them to actively participate in the Week. They were also intended to be an inspiration to learners from all corners of life, be they young people deciding on future careers and educational pathways to pursue, or adults considering options for upskilling, reskilling or pursuing their life-long learning experience.

Ambassadors have contributed to generating both reach and engagement via social media using their own channels. The relative effectiveness of the ambassadors is best assessed in light of the overall campaign performance considering the extent to which these have contributed to overall reach, the extent to which these have outperformed other social media outreach and their added value in terms of the content provided.

The Ambassadors' contribution to total (hashtag monitored) reach was as high as 11% in 2016 but decreased to 3% in both 2017 and 2018. This change is largely due to the fact that the total aggregated reach increased significantly, while the reach of the Ambassadors stagnated, and even decreased from 2016 to 2017. Considering that the number of Ambassadors and the number of posts has increased year-on-year from 2016, it suggests that the 2016 Ambassadors overall had a greater social media outreach potential. This is also confirmed by:

- The average number of posts made by each Ambassador per year which decreased from 2016 to 2017
- The engagements with posts, with the 2017 Ambassadors in particular, modestly performing (average of 2.2 engagements per posts).

Headline social media outreach and engagement data is presented in Figure 31. This table also compares, where data permits, select performance indicators between the campaign overall, and Ambassador outreach. The table overall confirms that the 2016 Ambassadors were both very active and enjoyed high levels of exposure and engagement. Performance was modest in 2017 in terms of engagement and well below performance of paid posts. Performance improved in 2018.

Overall, however, 2018 Ambassadors did not appear to outperform paid outreach in terms of the engagement. As such they do not appear to have been more effective in terms of generating interest, than paid ads. In contrast, it can be expected that they have helped to address imbalances in the outreach strategy, by reaching out in local languages, by tailoring and developing new content and as a source of inspiration to learners. No data is available for 2019.

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Figure 31 Social media outreach of the Ambassadors and overall campaign benchmarks

Type	Definition	2016	2017	2018
inputs and outreach activities	Number of Ambassadors	7	18	26
	Number of social media posts published (total)	247	450	666
	Posts per Ambassador	35.3	25.0	25.6
Reach	Potential aggregate reach	995,000	784,000	1,100,000
	Year on year development, reach	NA	-21%	40%
	Share of reach of the Ambassadors vs. total hashtag reach of the campaign	11%	3%	3%
Engagement	Total engagement generated by Ambassadors' posts	18,500	1,000	13,000
	Average number of engagements per Ambassador post	74.9	2.2	19.5
	Average engagement rate /potential reach	1.9%	0.1%	1.2%
Campaign benchmarks	Reach of campaign hashtags	8,923,371	27,232,543	39,213,723
	Year on year development, reach	NA	+205%	+44%
	Facebook: Engagement rate paid outreach/impressions	Not comparable	1.2%	0.9%
	Twitter: Engagement rate paid outreach/impressions	1.0%	5.0% (99% of which is clicks)	1.6%
	Number of engagements per post	32.24 (@EU_social) 13.2 (@EuropeanYouthEU) Data not comparable – given the much larger reach of paid posts	Not available	Not available

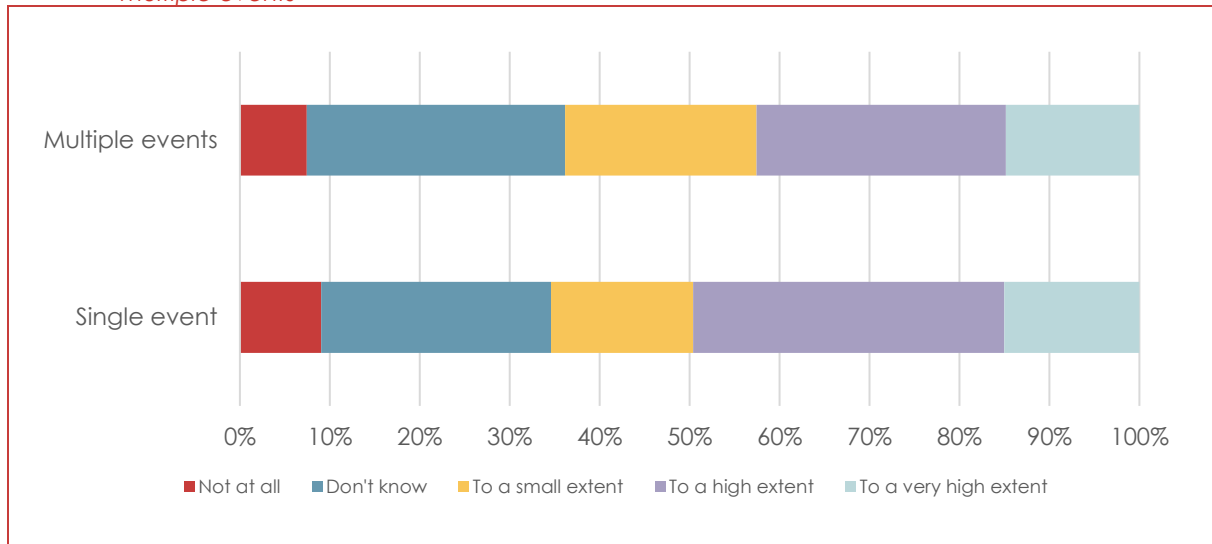
Source: Technopolis, based on the EVSW annual implementation reports

The views of the survey respondents and interviewees were also somewhat mixed with regards the role of the Ambassadors. Survey respondents were asked about the support they provided and the extent to which this was considered useful. Here, approximately 35% of respondents (153) either did not know whether they provided useful support or even believed that their

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support was not useful at all. In addition, around 20% (85) felt that their support was only useful to a small extent meaning that over just over 40% of respondents (193) saw their support as useful to a high or very high extent (see Figure 35). Out of the organisers of a single EVWS event, 49.6 % (66 out of 133) felt to a high or very high extent that the Ambassadors provided useful support. For the organisers of multiple events, however, this proportion was slightly lower (42.6% or 86 respondents out of 202).

Figure 32 Usefulness of the support provided by Ambassadors – Organiser of single events compared to multiple events

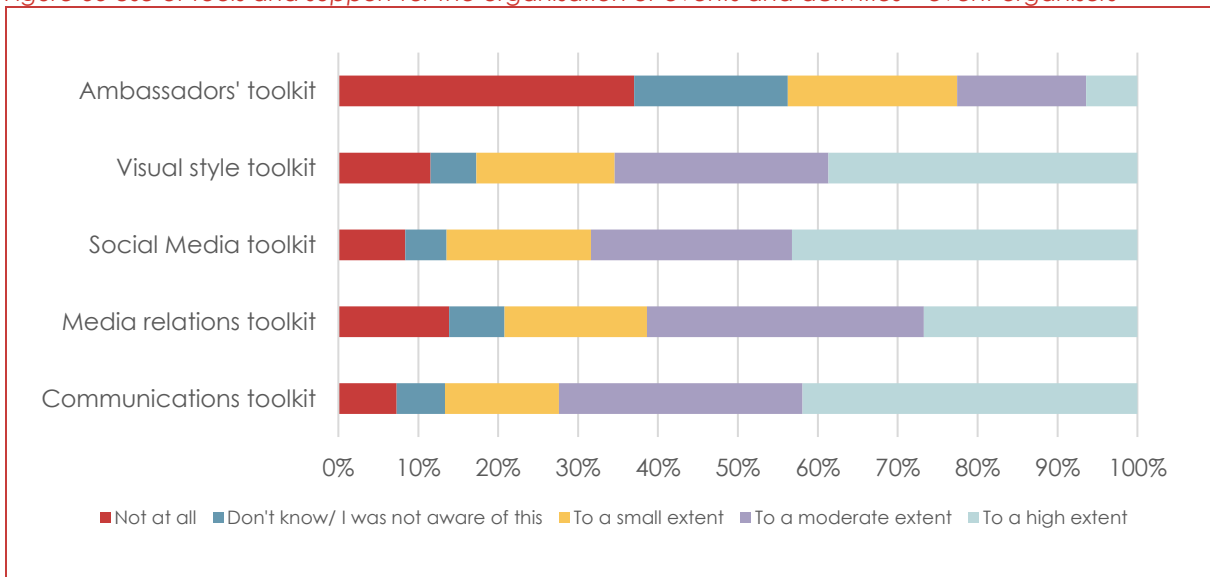


Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 335)

In a similar vein, this result is also reflected in the event organiser's use of the different support tools that were available (see Figure 33). The majority of event organisers (60% or higher or >186) made high to moderate use of the visual style, social media, media relations, and communications toolkits, in comparison with just over 20% making high to moderate use of the Ambassador's toolkit, although that was specifically designed for the Ambassadors.

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Figure 33 Use of tools and support for the organisation of events and activities – event organisers



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 319)

Comparing single organisers to the organisers of multiple events, the latter reported slightly higher levels of interaction across most of the support tools. This is especially true for the media relations toolkit (63.2% or 115 versus 60% or 71) and visual style toolkit (67.4% or 118 compared to 63.5% or 75).

Figure 34 Use of tools and support for the organisation of events and activities – Organisers of single events compared to multiple events



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 319)

Several participants of the validation workshop indicated the role of Ambassadors was very unclear and should be revisited. Some participants stated being largely unaware of the Ambassadors altogether. Furthermore, the comparison was made to the European Sports Week and the way it may be possible to use more well-known celebrities for Ambassadors.

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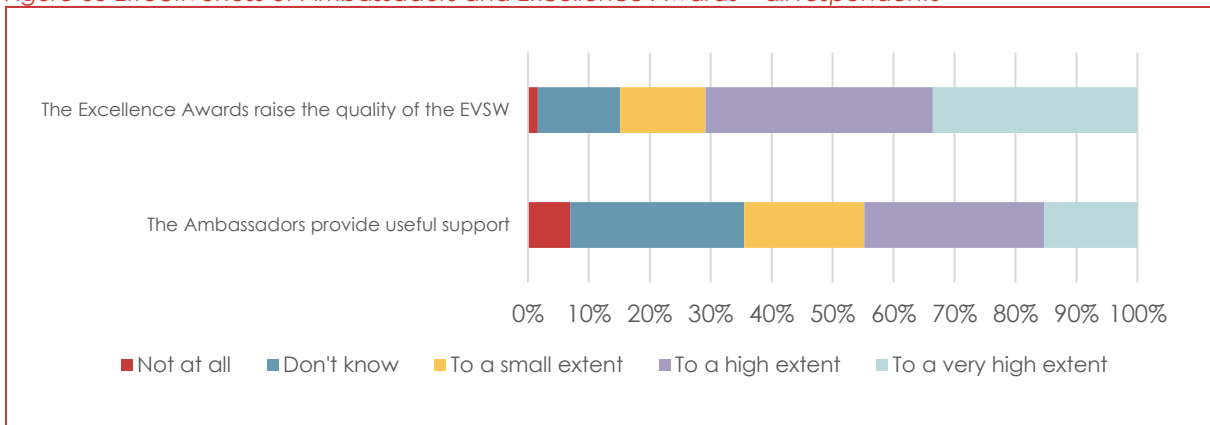
Finding similar Ambassadors from the VET community, however, is seen as a challenge. Relevant questions are what profile they should have and how they can be identified. The idea of a hybrid solution was suggested with some Ambassadors being relatively well-known 'celebrities' with a background in VET who would be active in a pan-European context, as well as national Ambassadors who would be VET graduates or apprentices and have built successful careers with it. It was also argued that Ambassadors should become more involved as they are often too far removed from those who might be interested in VET. For the future, it was suggested that Ambassadors of different profiles could be recruited. Ambassadors on the EU level are too far away from the people, they need to be at the local level. Although they are important at the EU level as well, but at the local level it is about showcasing career choice.

Examples were young people in VET, graduates who can show career paths and achievements of a VET education, and those reaching out to individuals who need professional training. Furthermore, it was pointed out that the profile of the Ambassadors also depends on their intended role in terms of improving the central events or in reaching out to national, regional and local stakeholders as each of these would require a different profile.

EVSW Excellence Awards

Regarding the role of the Excellence Awards, respondents could indicate the degree to which they considered them an aspect that raised the overall quality of the EVSW. The results show a more positive consensus amongst the respondents than for the Ambassadors. Over 70% (304) expressed a high to very high level of agreement with the statement that the Excellence Awards raised the EVSW's quality.

Figure 35 Effectiveness of Ambassadors and Excellence Awards – all respondents

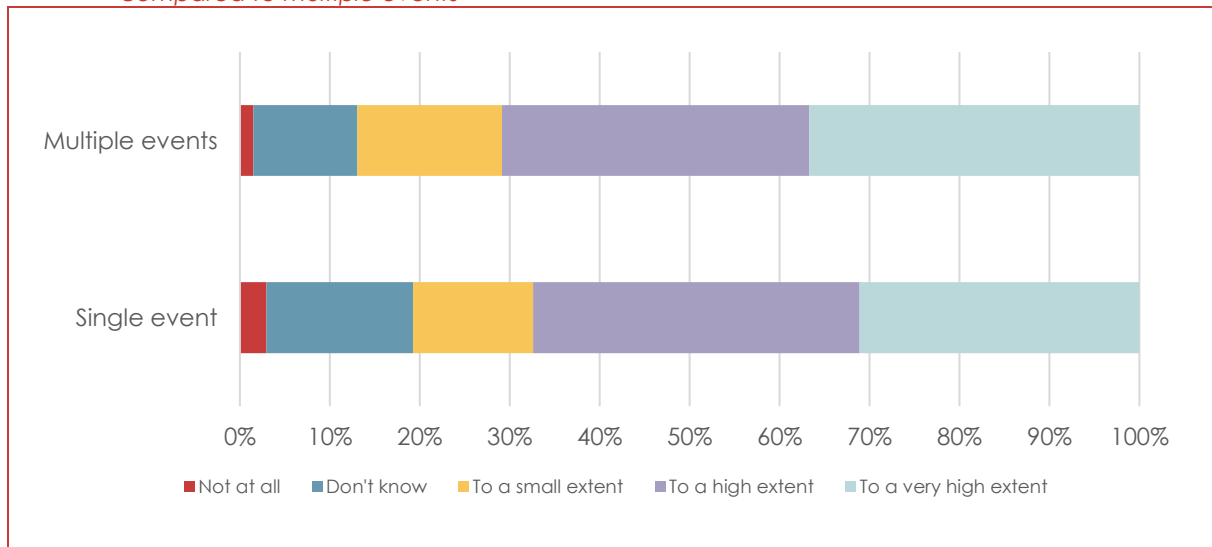


Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 435)

The results for non-organisers alone showed the same pattern in terms of results. Consensus was also stronger amongst the organisers of multiple events where 70.9% (141) agreed highly that the awards raised the EVSW's quality compared to 67.4% of single organisers (91) (see Figure 36).

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Figure 36 Ability of the Excellence Awards to raise the quality of the EVSW – organisers of single events compared to multiple events



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 334)

These findings are supported by the results of our interviews, although in general, interviewees found it hard to assess whether both Ambassadors and awards helped to reach the secondary target groups on a national, regional or local level. Overall, interview feedback on the effectiveness of the Ambassadors was more critical than on the awards. Regarding the Ambassadors, interviewees were either sceptical on whether they reach the intended target groups or could not comment on their effectiveness at all. The interviewees assessing the Ambassadors positively pointed out that there were some very active Ambassadors while others were less so and that “the Ambassadors and the Awards in particular are very important elements that help to involve/engage the audience and to bring in ‘new faces’ to each event and motivate engagement”. (interview)

Several interviewees pointed out that the Awards often provided best practice examples and thus facilitated learning. On the other hand, the selection procedure was considered opaque and, just as for the Ambassadors, participants in the central events were unclear whether the secondary target groups were reached. Based on the feedback collected, having more young people as Ambassadors to increase their reach of young people as a target group and to make it clearer why the Ambassadors could act as role models for youths was suggested.

3.3.2 Stakeholder engagement in the different EVSW events and activities

Evaluation questions:

- **Past:** How effective have the different elements of the EVSW been in changing perceptions about VET?
- **Past:** To what extent have the main stakeholders been impacted by the activities of the EVSW?
- **Past:** What use has the communication campaign been in reaching out to multipliers (VET community) and mobilising the general population?
- **Future:** Is there a scope and need for involving other stakeholders in the EVSW, and if so, how?
- **Future:** How could harder-to-reach groups (e.g. young people, older adult learners, SMEs, parents, teachers in general education, the HE sector, or careers advisors) be reached?

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- **Future:** Are there messages, approaches, products or other elements that can be further developed and integrated into the EVSW campaign that have not been included to date? Are there any that have been included to date that should be omitted in future?
- **Future:** Are there other actions / channels that could be embedded into this initiative in order to maximise its impact and scale?

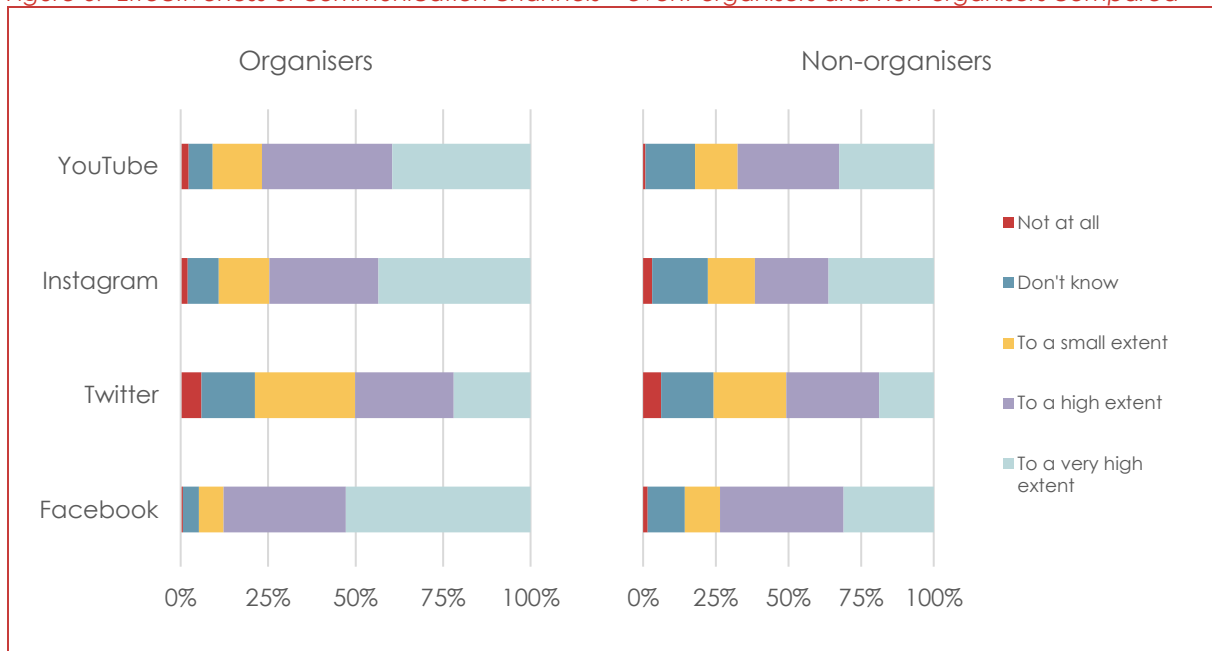
The focus and activities of the EVSW are appropriate to address the needs of most target audiences according to the interviews. Several Trade Union representatives found that social partners are not involved enough, and there was no separate event targeting them so far. However, this is expected to change during the EVSW 2020 in Berlin. Interviewees did not reveal any evidence that any of the five main target groups were underrepresented in the central EVSW events. Moreover, researchers participating in the EVSW were content with their representation. That seems also to be the case for researchers from adult education who also voiced improvements in regard to the representation of adult education stakeholders in the past years.

In terms of coverage of the secondary target groups, all interviewees agreed that learners (as well as young people in general) and parents are the most important target groups to be reached. Feedback on whether and how to best include them in the pan-European events was mixed. Some interviewees saw them as already well represented, other interviewees pointed out that these groups should be reached by the EVSW-associated national, regional, and local events while the central events should remain open in principle to them but should continue to focus on other stakeholders. However, there were several stakeholders calling for the involvement of more young people. This was voiced not only by organisations representing youths themselves, but also by businesses, chambers, trade unions, and by policy networks and initiatives. These pointed out that having more young people as Ambassadors and awardees would be a good way to increase the involvement of youths. Another idea put forward was to have in principle a learner and an employer per country as Ambassadors. Other interviewees pointed out that young people, parents, but also other stakeholders could be involved better by letting them shape the EVSW agenda more, for example by "giving them the floor" and having them organise the central EVSW events on one of the days.

Regarding the communication channels that are most effective to reach out to target audiences, an interesting difference emerges between organisers and non-organisers. While event organisers seem to have a high regard for Facebook as an effective communication channel, this is not confirmed by the results for non-organisers. In fact, the latter seem to give a much stronger preference to YouTube and consider Facebook less relevant. Between, YouTube, Instagram, and Twitter, both groups agree that Instagram and YouTube are slightly more effective than Twitter. For Facebook, however, around 90% of organisers (271) regarded it as an effective channel while less than 75% of non-organisers (97) felt this was the case (see Figure 37).

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Figure 37 Effectiveness of communication channels – event organisers and non-organisers compared



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 442)

For the interpretation of the effectiveness of the communication channels it is important to bear in mind the significant differences that exist across the various Member States, especially, as there is a temptation, within the current zeitgeist that all communication becomes 'digital by default'. While this may be a reasonable long-term aspiration, a digital divide remains. There are areas of every EU Member State where Internet access is limited, where there are gaps in technology education and where disadvantaged groups are unable to keep up. Internet penetration remains an issue in some countries still for example,

Internet penetration is still surprisingly an issue in some Member States with Romania and Bulgaria at 63% and Italy, the lowest at 61%. Eurostat shows that there is still a gender gap, but it is narrowing. The most frequent non-users are the 55-74 years old. While penetration does not actually always translate to usage, for example, countries such as Romania, Croatia and Greece all show low usages.²⁶

Even lower is the use of social media and this does not take into account the multimodal use of different social media platforms by country and by demographic group. Countries such as France, Italy and Slovakia for example in 2018 show under half the population use social media. At the aggregate level in Europe, Facebook is high in comparison to other platforms such as Pinterest, Twitter and Instagram for example. Other platforms have very low rates of

²⁶ Source: <https://www.statista.com/statistics/377631/daily-internet-usage-in-european-countries/>

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penetration. If you look at Facebook in Hungary, it has 91.96% of the market share, whereas Twitter has 0.83%.²⁷

What this points to is a continued need for differentiated approaches to communication, taking into account the target audiences, their preferences, regions and prevailing national situation with regards to the press and media. Press freedom in the EU is relatively high in the older Member States but less so in the new Member States²⁸. What this means is traditional sources of mass and more personal communication, including face-to-face, will need to be preserved for the foreseeable future.

Interviews provided only scarce feedback on the social media activities. The feedback collected was overall positive, although activities could provide more actual content than calls to action like “register here”. Several interviewees pointed out that more video content focussing on stories of VET students would be helpful in order to reach youths. Besides video content, one could also work with more powerful quotes. One interviewee pointed out that it would be more effective to have a social media channel for the EVSW itself and not use the general DG accounts.

Platforms mentioned most were Facebook and Instagram for youths followed by Twitter for “the politically interested”. There seem to be differences though by Member States, e.g. in Hungary, social media, especially Twitter, seems to work less well in general. One interviewee mentioned TikTok as an innovative way to reach out to young people, inspired by the current communication by the WHO on that platform. These impressions seem to be in line with the survey results on the effectiveness of the EVSW Social Media activities (see Figure 37).

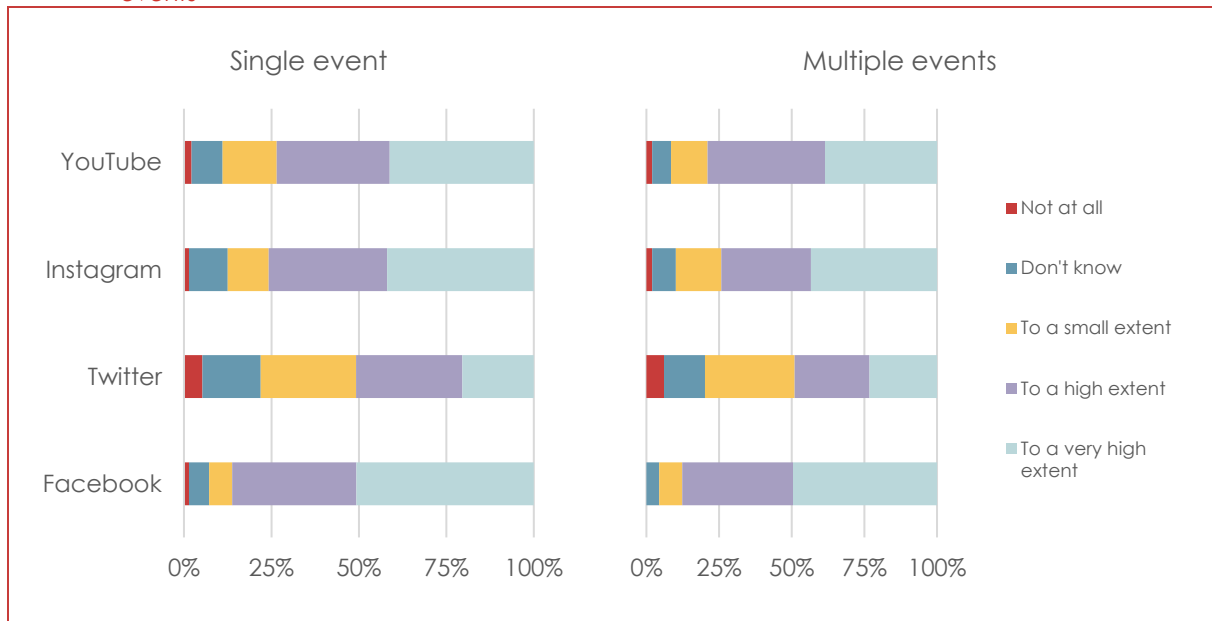
Between single organisers and the organisers of multiple events there was a consensus regarding the effectiveness of most communication channels except regarding the use of YouTube. While 79% of organisers of multiple events (158) felt YouTube was an effective channel to a high or very high extent, 73.5% of single organisers (100) agreed with this.

²⁷ Source: <https://gs.statcounter.com/social-media-stats/all/hungary> and <https://gs.statcounter.com/social-media-stats/all/europe>

²⁸ Source: <https://rsf.org/en/ranking>

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Figure 38 Effectiveness of communication channels – organisers of single events compared to multiple events



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 340)

Interview feedback on the effectiveness of the pan-European events in general was mostly positive: pan-European events were considered effective by all interviewees who found them mostly well organised. Researchers, in particular, who were interviewed pointed out that mixed sessions, where they exchange with policy makers and other stakeholders, were most effective. However, several interviewees indicated that participants were always the same over the years and that industry stakeholders could be represented better. On the other hand, since participants also saw the central events as an important meeting for the European VET community to gather annually and as a “*common departure point for the community into the next year*” (interview), it seems prudent to aim for a certain continuity. In some cases, the invitation policy prevented interviewees from participating in other EVSW iterations and was therefore considered too strict. Several interviewees highlighted that for the non-expert attendees, language can be a barrier. In one case, an awardee for example expected a translation service to be available for him and his team.

Within the pan-European events, in some iterations, site visits were organised. In fact, some stakeholders pointed out that events outside the respective venue and in the city itself would make it possible to connect to the local VET community better and also provide more reach to VET students and teachers on the ground. These site visits were considered useful for most people to learn, to raise awareness among the participants and to provide best practices for the participants. However, one interviewee urged caution: site visits, while in principle interesting, require a lot of effort both in planning and organisation, because there is always a need for a well-informed guide on the ground to explain complex VET issues to the participants.

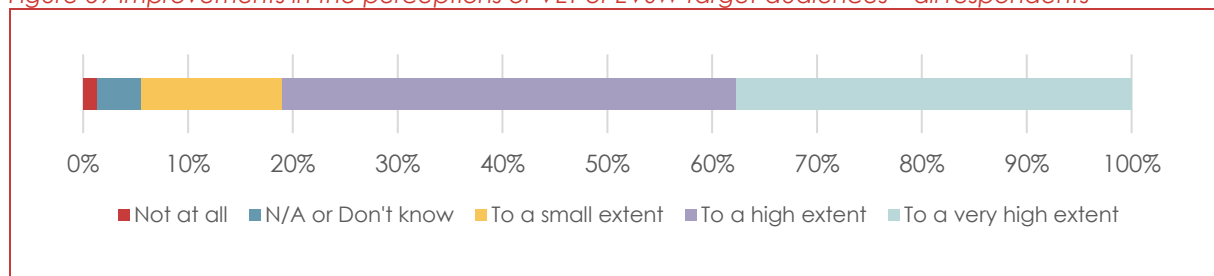
Another key element for the effectiveness of the EVSW in reaching out to the secondary target groups – learners and parents – are the associated events and activities at national, regional and local level. While there was consensus among the interviewees that the events are highly relevant, a majority found it also hard to assess their effectiveness. The (few) interviewees that organised events were positive about registering them, either because they wanted to

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contribute to increasing the image of VET or, in some cases, to gain visibility among policy makers on MS-level or participants. There were also cases where event organisers found it hard to explain why they registered the events at all. Several interviewees found coordination on national level lacking. Some criticism pertained to the registration process because it was confusing: registered events took a long time to show up on the map or were rejected without explanation.

Survey respondents were also asked to what extent they felt that the EVSW was able to improve the perceptions of VET of its target audiences. Over 80% of all respondents (363) felt that this was true to a high or very high extent and only 1.3% (6 respondents) believed this had not been the case at all. This is in line with interview feedback, where most stakeholders agreed the EVSW improved the perception of the stakeholders about VET.

Figure 39 Improvements in the perceptions of VET of EVSW target audiences – all respondents



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 448)

Out of all event organisers, over 80% (284) felt strongly that their events and activities had motivated their target audiences to take action as a result. This statement is also supported by the lessons learnt in the case studies as highlighted below.

Greek OAED VET schools promoting VET skills with activities such as a fashion show or skills competitions

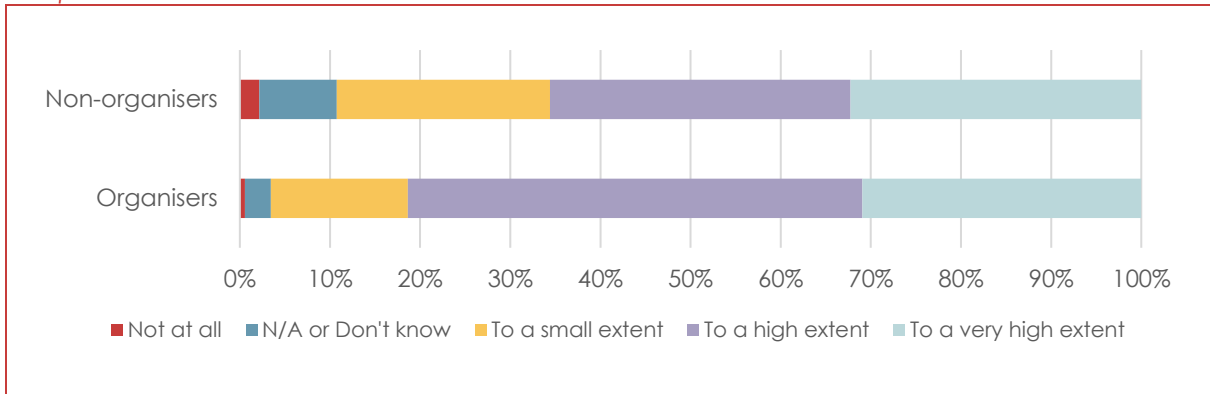
The case study presents a variety of OAED events organised in Athens and Thessaloniki including a “fashion show”, skills competition and conferences. In the view of the organisers, the events reached the target audiences and were greatly appreciated by participants. The EVSW brand was featured both in the events and partly in subsequent social media posts. The events were assessed to have been effective in improving the perception of VET, in particular the “fashion show” which provided very good impressions and materials among the target groups and attracted national policy makers as well as representatives from industry. The OAED regularly relies on this and other activities in order to promote VET as a good choice for education, often around summer as this is the time when students choose different educational routes. The events also attracted the broader population such as parents and relatives of students.

Although the events were considered successful at a local level, organisers could imagine strengthening their visibility at a national level. An avenue for improvement could be to bring together the different local events into a national VET skills competition to gain more publicity for VET overall. Additionally, it seems that registering events works best if done by the OAED as a national coordinator of events, while schools themselves seem less inclined to register their events.

Since the results of the survey of the EVSW-associated event and activity organisers is likely to suffer from a degree of bias, it is important to compare them to the results for respondents who were not involved as associated event and activity organisers but as attendees and participants. Although to a lesser degree, around 65% of respondents (61) still felt strongly that the EVSW is able to motivate its target audiences to take action.

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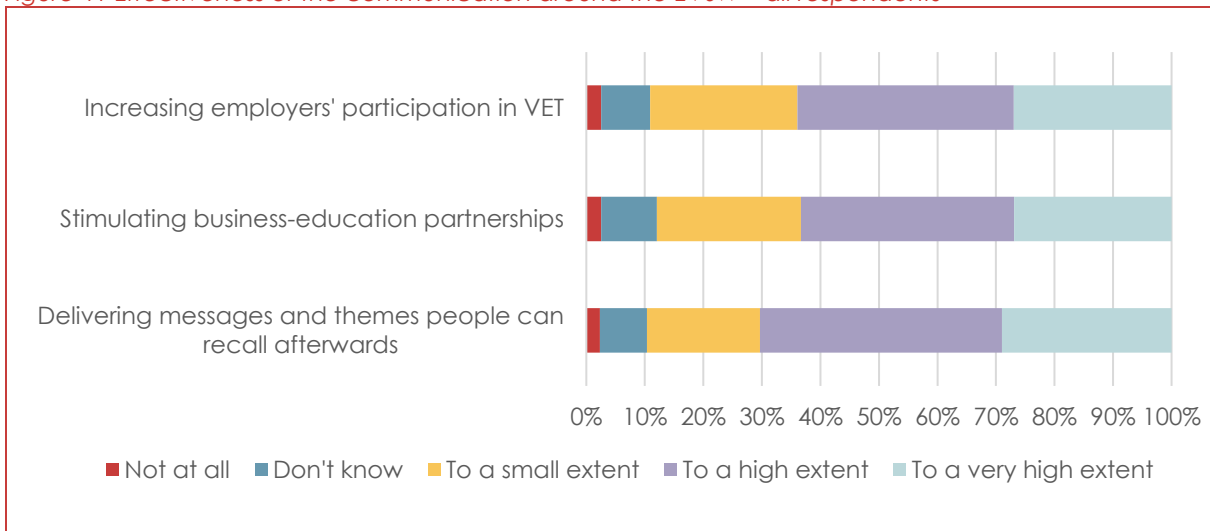
Figure 40 Effective motivation of target audiences to take action – event organisers and non-organisers compared



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 442)

Considering the outcomes of the communication around the EVSW generally, several positive results can be observed in the results (see Figure 41). Between 60% and 70% of all respondents (273 to 306) agreed to a high or very high extent that the communication around the EVSW is able to increase employers' participation in VET, stimulate business-education partnerships, and deliver messages and themes that are recalled by people afterwards (see Figure 41). Looking at the results for event organisers and non-organisers separately, one minor difference is that a slightly smaller majority of respondents (just under 60% or 73 respondents) agreed strongly that business-education partnerships were stimulated, possibly because this is likely to be somewhat less visible to participants.

Figure 41 Effectiveness of the communication around the EVSW – all respondents



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 436)

Focusing on the impacts on citizens and learners more specifically, insights can be gained from the different contributions made by the EVSW in general. The following contributions were covered:

- VET is considered more attractive than before
- VET is seen as an equal route to quality of life and employment

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- VET is seen as important for continuous learning in Europe
- Citizens take VET more seriously in their learning choices
- Citizens continue to develop their skills to be ready for challenges such as digitalisation of the workplace

The responses were strongly positive for all contributions, with 70% to 80% of respondents (282 to 346) agreeing to a high or very high extent with each of them. The contribution that stands out most is the establishment of VET as important for continuous learning in Europe, rated highly by 80% of respondents (346). For both organisers and non-organisers individually, the same pattern is observed albeit slightly more pronounced for the latter. Some of the case studies also highlight the significant impact to which the EVSW contributed in terms of awareness raising and mobilising the general population. An example through an excerpt from the Tartu Vocational Education Centre and the Vocational Skills Night in Estonia case study is presented below.

Tartu Vocational Education Centre and the Vocational Skills Night

In the most recent edition of the Vocational Skills Night (2019), there were approximately 1,400 participants across Estonia. Tartu VEC accounts for a considerable share of these participants as it hosted roughly 500 participants for the evening. The majority of these participants were (working) women with their children. While it is challenging to compare the performance of digital communication strategies as opposed to more traditional print-based strategies, Tartu VEC plans to focus on its digital communications rather than print-based approaches for future editions of the event. The school also found that it was very effective for the event to accommodate both adults and children simultaneously, making it considerably easier to attract working parents to the event.

Overall, the EVSW was seen as powerful push that motivated the Estonian VET schools to start collaborating in terms of communication and acted as an impetus for the conception of the Vocational Skills Night in Estonia. Therefore, the Vocational Skills Night may never have come into being without the organisation of the EVSW.

Pan-European events were seen by the validation workshop participants as useful for policymakers, researchers and representatives of international VET bodies. Furthermore, they are also considered effective in involving social partners and trade unions. The national, regional and local events were, however, considered the most important in terms of reaching students and citizens in general. One comment, however, highlighted, that the national events were often dominated by governments, and there would be a need to increase the participation of other relevant stakeholders as well.

In particular, it was felt that a stronger focus on the engagement of young people is needed. This should entail more than increased activity on social media ideally including more room for students and learners to contribute during the Week itself. Communication should be rebranded so that learner's organisations are involved as active participants. Most of the communication efforts should be focused on the messages around VET, instead of enhanced PR about the EVSW itself. National media and press can play an important role in spreading the messages. Furthermore, it would be also beneficial not to focus on 'excellence' in VET alone, but to celebrate VET students and apprentices in a more inclusive way.

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3.4 Efficiency

The evaluation questions on efficiency and related findings are presented in the following two sub-chapters discussing the effects of timing and location first, followed by the funding aspects, and the key strengths and weaknesses.

3.4.1 Timing and location

Evaluation questions

- **Past:** To what extent has the location of the EVSW influenced its effectiveness (twice in Brussels, once in Vienna and in Helsinki)?
- **Past:** How has the timing of the campaign in each of the three years affected the quality of its implementation (annual, in the autumn)?
- **Future:** Should the EVSW continue to be organised every year at local, regional, national, and European levels?
- **Future:** What could be done to improve the geographic coverage of the EVSW in Europe and achieve more balanced engagement among all countries?
- **Future:** Is there a need for better balancing between awareness-raising and policy debates and if so, how to achieve this?

The location of the central events was changed from Brussels (in 2016, 2017) to Vienna (2018), Helsinki (2019) and will be Berlin in 2020. Leaving Brussels after two years and organising the central European events in the capital of the Member States that have the EU Presidency was regarded very positively by the interviewees. The varying location provides fresh perspectives and insights into the Member States' situations. Diversification and involvement of actors in different countries are needed and represents a welcome change. Additionally, for attendees from Brussels, the celebration in different countries facilitates interaction and networking, as otherwise they are tempted to return to their offices in Brussels instead of attending all the events and sessions. Therefore, changing locations has positive benefits according to the consulted interviewees.

Interviews with associated event and activity organisers and the case studies have not revealed evidence that the location of the central EVSW has influenced the effectiveness of the national, regional and local events and activities that were organised in other countries. However, the location of the central EVSW events in a given Member States caused a surge in associated events and activities organised both in Austria and Helsinki in the respective years (see Figure 14), although for Austria there is a decline in the number of events the year after.

Making use of the EVSW brand in the FOSS4SMEs project

The objective of the FOSS4SMEs project was to equip small and medium sized companies (SMEs) with the knowledge and skill to take advantage of modern IT manufacturing technologies (such as 3D printing) despite their limited capacity and resources by training them on free and open source software. The project was implemented from October 2017 until September 2019 and involved two events linked to EVSW taking place in 2017 and 2018. The first event was the project's kick-off event, which took place in Thessaloniki (GR) on the back of the annual REFERNET meeting. The second project-related event registered as part of the EVSW 2018 involved a 'demo day' and an online webinar a month afterwards. While the webinar was designed to reach a Europe-wide audience, both other events were targeted at the regional level. They were organised largely independent from and with little interaction with the centrally organised EVSW that took place in Brussels and Vienna in those two years. The association with the EVSW however, provided benefits for the organisers. Using the brand and the existing communication

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platforms, further to the promotional materials available for EVSW-associated event organisers, all added critical credibility and increased visibility of the events.

As for the timing of the events, interview feedback is nearly as unanimous as it was with regards to the location. No interviewee was critical regarding the timing of the pan-European events, even for Finnish interviewees, where the EVSW usually takes place during a holiday period, the timing is acceptable. There are some stakeholders who would in principle argue that having the EVSW before or after the summer would be more ideal, to benefit from better weather and therefore the possibility of more outdoor activities for example shows, activities or actions in the streets (e.g. market squares) to reach the general public. However, even they agree that now it is more important to maintain the continuity of the timing as all stakeholders and event and activity organisers are used to the central events taking place in the Autumn. Another argument provided was that because of the timing in Autumn, topics can be carried over to the meeting of the Advisory Committee for Vocational Training in December.

At the same time, there is a need to clarify the structure and timing of the different types of events. For the associated event and activity organisers it is not always clear when they are allowed to organise events on the national, regional and local levels. At least one agency acting as a national event coordinator learned only this year that their events do not have to take place exactly within the same week in which the central events are taking place. In past years, since national events ran in parallel, they found it hard to cooperate with EVSW Ambassadors because they were physically elsewhere, in Brussels, Vienna or Helsinki.

3.4.2 Funding aspects

Evaluation questions:

- **Past:** Has the funding provided for the EVSW been used optimally?
- **Past:** To what extent did the option of covering the costs of travel and accommodation influence the participants' decision to take part in the EU level events?
- **Past:** What are the key strengths and weaknesses?
- **Future:** Are there other types of financing mechanisms that could be envisaged for the various elements of the EVSW in order to ensure a more cost-effective use of the dedicated budget?
- **Future:** Are there some type of actions that should be prioritised rather than others, in order to increase the cost-effectiveness?

Data is available on the communication campaign for the consecutive years, which can be used as a basis for benchmarking for the different activities. The data which is available on the social media campaign on cost efficiency confirm the results presented in the effectiveness section. When considering paid outreach and costs per video views the campaign is performing efficiently. Cost per mille (CPM), which measures the cost of 1,000 impressions, is below similar costs from the InvestEU campaign in all years. In 2017 and 2019, CPM was significantly lower than for the InvestEU benchmark, suggesting a highly efficient paid outreach campaign in those years.

Cost per video view is identical to that of InvestEU. However, the use of LinkedIn in 2019 appear to have been considerably more expensive. As there is no data on viewing beyond 3 seconds it cannot be assessed if the considerably higher costs of LinkedIn, are weighted up by longer viewing times.

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Where the campaign appears to perform less efficiently is in relation to engagement, namely the quizzes, the “share your story” and the application. The cost per click through to the website is higher. However, it is particularly in relation to the quizzes, the “share your story” and the app, where the campaign seems to have high unit costs overall.

In 2018, the average cost per story generated was €73.29, the average cost of reply to the quiz was €18.30. Considering that these costs only covered the costs of promotion of these activities, not the costs of the organisation and execution of these (besides paid outreach), overall cost per engagement is high. There is no data in the 2019 report which would allow to assess whether the higher number of respondents has made the costs lower, or on the contrary, the higher response rate is due to a higher costs associated with its promotion.

Figure 42 Cost efficiency of the social media campaign

Paid Performance	2016	2017	2018	2019	InvestEU benchmark
Total paid reach/impressions	6,641,279	12,387,994	10,893,108	26,010,764	Not relevant
Overall expenditure (€)	€24,790.6	€27,255.5	€35,915.94	€60,000	Not relevant
CPM	€ 3.73	€ 2.20	€ 3.30	€ 2.31	€ 4.04
Average cost per 3-second video view (€)	€ 0.01	NA	€ 0.01	NA	€ 0.01
FB - average cost per video view	€ 0.01	NA	€ 0.01	€ 0.01	€ 0.01
Twitter - average cost per video view	€ 0.01	NA	€ 0.01	€ 0.01	€ 0.01
LinkedIn - average cost per video view	NA	NA	NA	€ 0.04	NA
Average cost engagement - Facebook	€ 0.03	NA	NA	NA	NA
Average cost engagement - Twitter	€ 0.23	NA	NA	NA	NA
Average cost per website visit	€ 0.23	NA	€ 0.80	NA	0.60 €
Cost per click to website	NA	NA	NA		NA
-LinkedIn				€ 2.08	
-Twitter				€ 1.78	
-Facebook				€ 0.17	
Average costs per quiz participant	NA	NA	€ 18.30	NA	Not used

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Paid Performance	2016	2017	2018	2019	InvestEU benchmark
Average cost per story	NA	NA	€ 73.29	NA	Not used
Average costs download	NA	€ 2.81	NA	NA	Not used
Other costs	NA	NA	NA	NA	Not used
Registered to use the app - cost per user	NA	NA	€ 61.20	NA	Not used

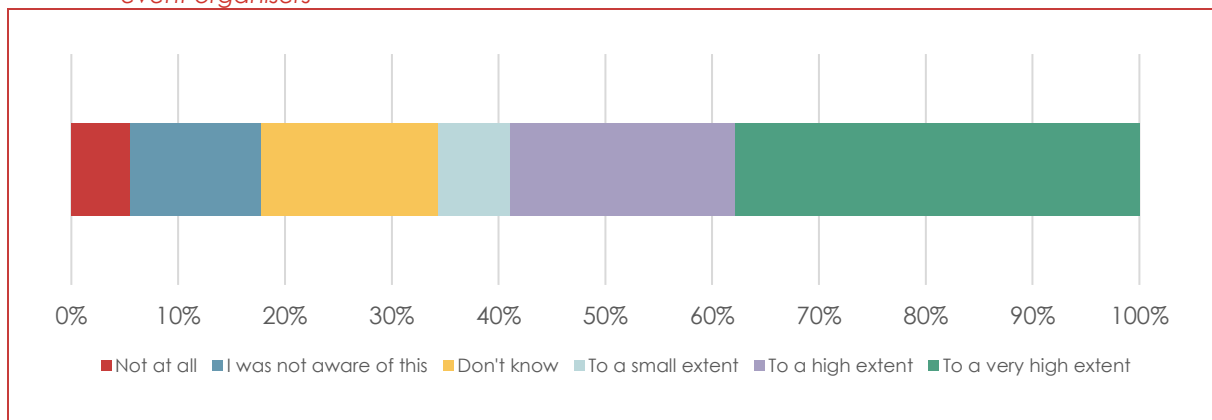
Source: Technopolis, based on the EVSW annual implementation reports

Due to the inconsistency of the reporting across the different years, significant data gaps remain that prevent further comparison and benchmarking.

To shed light on the views of the EVSW-associated event and activity organisers regarding the available resources for the organisation of the national, regional, and local events, the online questionnaire survey enquired about their resource sufficiency. A considerable majority of 79% (251 of 316) the event organisers stated, that the financial and human resources for their events and activities had indeed been sufficient to achieve the event's or activity's main objectives. Only 12% of organisers (38) indicated, that the resources for their events and activities had been insufficient. The same proportions were observed in the comparison between single organisers and the organisers of multiple events.

In terms of the option of covering the costs of travel and accommodation, close to 60% of event organisers (182) felt that it highly influenced participants' decision to take part in the pan-European events. Only 5.5% (17) of respondents thought this did not influence their decision and, interestingly, some (12.3% of respondents, 38) were not aware of such an option in the first place (see Figure 43). Looking at the views of single and multiple event organisers, the differences are minor - 57.2% organisers of a single EVSW event vs 60.7% of multiple events - felt the option had a high to very high influence.

Figure 43 Influence of covering costs of travel and accommodation on participation in EU level events – event organisers



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 309)

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Some interviewees raised the issue of balancing awareness-raising events and policy debates on the pan-European EVSW events differently, although the overall interview evidence is not very conclusive. Interviewees mentioned that overall, attending the central EVSW events is an intense experience, especially when it involves participation in several panels as speakers or workshops for example. Against this backdrop, a few interviewed stakeholders pointed out that the Week could be split into three days mostly on policy debates and two days focussing more on awareness-raising, again by leaving the venue and going out into the respective host cities.

3.5 EU added value

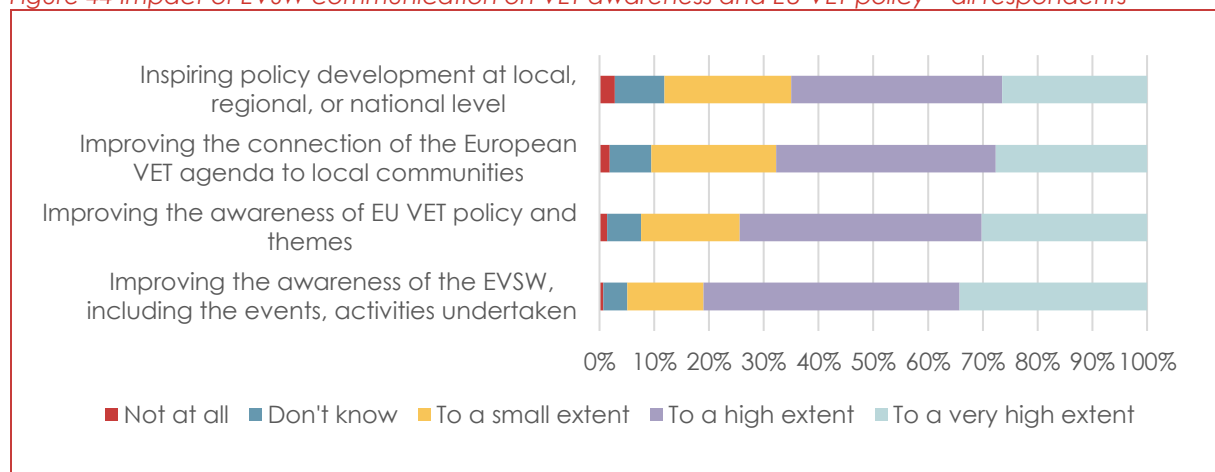
Evaluation questions:

- **Past:** How has the EVSW contributed to a greater awareness of the value of VET?
- **Past:** To what extent has the EVSW contributed to supporting the implementation of the EU policy agenda in the field of VET?
- **Past:** To what extent has the EVSW contributed to a more positive image of the EU?
- **Past:** To what extent has the EVSW fostered new approaches, and to what extent could the various events/activities have taken place anyway?

Impact of EVSW communication on VET awareness and EU VET policy

With regards to the generation of greater awareness of VET, all respondents were very positive about the successes of the communication around the EVSW. First and foremost, over 80% of respondents (350) felt strongly that the communication has been successful in improving the awareness of the EVSW as well as the events and activities that are undertaken as a part of it (see Figure 44). Secondly, approximately 75% of respondents (323) highly agreed that the communication has also been successful in terms of improving the awareness of EU VET policy and themes more generally. For both impacts on awareness on EU VET policy, no differences were observed when considering the event organisers and non-organisers separately.

Figure 44 Impact of EVSW communication on VET awareness and EU VET policy – all respondents



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 437)

With respect to the implementation of the EU policy agenda in the field of VET, over 60% of respondents (294) felt strongly that the communication around the EVSW has been able to

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inspire policy development at a local, regional, or national level as well as improving the connection of the European VET agenda to local communities.

This is much in line with the evidence produced by the interviews. When asked whether the EVSW supports the implementation of EU policy agenda, establishes a greater awareness and value associated with VET or creates a more positive image of the EU, overall feedback gathered through stakeholder interviews was positive:

- Many interviewees saw that the EVSW supported the implementation of the EU policy agenda in the field of VET at least to a degree – The EVSW provides a forum where all stakeholders meet, and the conclusions taken home help shape the discussions in the Member States as well. At the same time stakeholders such as public authorities, agencies or their associations highlighted the importance of different existing fora for exchanging views and lessons learnt. Organisations such as CEDEFOP or national agencies for Erasmus+ have access to other channels to learn about policy making in this area
- Most of the stakeholders consulted were also positive that the EVSW establishes a greater awareness and value associated with VET. Stakeholders from all target groups agreed to this statement, at least in regard to the central EVSW events in Brussels, Vienna and Helsinki. However, several interviewees also pointed out that for them, it is hard to assess the reach to the secondary target group of teachers, learners and the general population as this is supposed to be done through the national/regional/local events
- Lastly, to some extent the EVSW also contributed to creating a more positive image of the EU overall, again mostly in regard to the central events (*“a real feel good event and something everybody wants to support”*, interviewee). Several interviewees indicated that participating in the EVSW made them feel the “European spirit”. However, here again the reach to the secondary target group is less clear

Although Interviewees pointed out that the EVSW is about learning and sharing best practices, they found it overall difficult to give concrete examples of what participants learnt at the EVSW. One example mentioned was that a participant organised a study for his organisation and the local ministry, because of a Swiss presentation at the EVSW about tutoring in companies. Also, in Austria there was a presentation about how life-long learning can be financed that was mentioned as having provided food for thoughts.

Most of the stakeholders interviewed who were participants in the pan-European events saw the biggest impact of the EVSW in the networks they have established, the learning that took place and the best practices they heard about. This was mentioned by stakeholders from education and training providers, businesses, chambers, and trade unions, by policy networks and initiatives and lastly, as well as youth and parents' organisations. For example, the European Apprentices Network saw an increase in their visibility amongst relevant stakeholder on a European and national level which they directly attributed to the exposure received at the EVSWs. One interviewee argued that due to the EVSW, VET has become a fixed part of the agenda of the EC itself. However, only some interviewees saw the biggest impact of the EVSW in increasing the visibility and image of VET to the broader public.

Added value through having central events

To assess the added value of having central events as well as EVSW-associated national, regional and local events and activities, event organisers were asked to reflect on the benefits associated with having both types of events. The most frequently cited benefit was that having

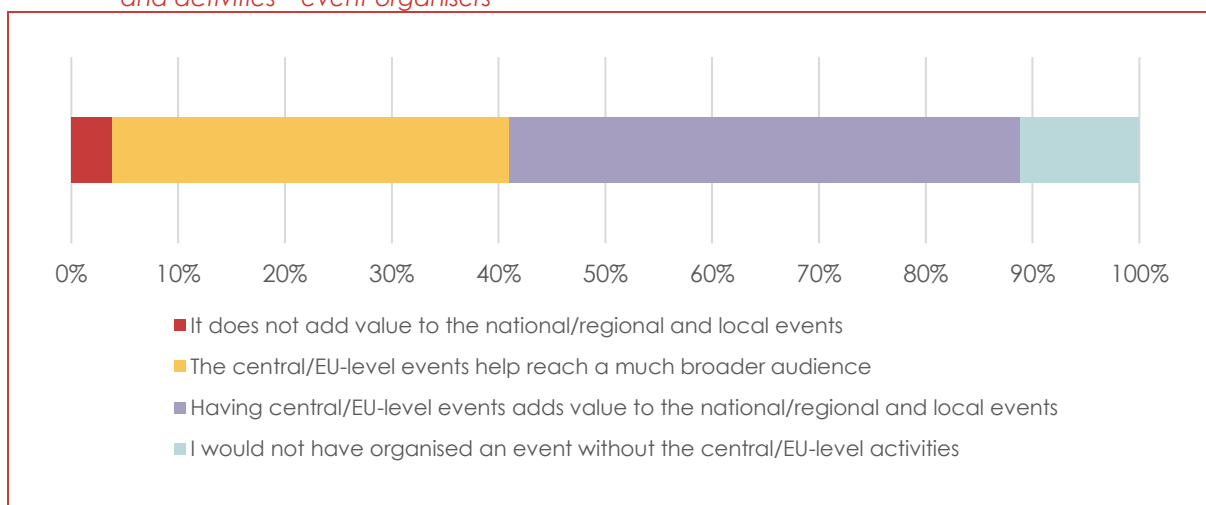
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central EU-level events adds value to the national, regional and local events, reported by 228 respondents (70% of 325). At the same time, most participants of the central EVSW events could not assess how the central European events supported the national events, as those seem to be somewhat detached, as they are taking place at different times and locations across Europe.

Among the responses, survey respondents highlighted that the central events add credibility, attractiveness and added value to national and regional level events – less so on the local level – a positive element that was highlighted in the case studies as well. The importance of benefitting from the brand of a European level initiative features highly in all ten case studies prepared. In some countries - for example in the Netherlands and Finland - there are already numerous existing VET focused communication events and activities taking place supported by a positive image associated with VET, therefore the added value of the EVSW might be somewhat lower.

Similarly, the central pan-European events also help reach a broader audience than the national, regional or local events could on their own. Some of the respondents (53 or 16.3%) stated that they would not have organised their events or activities in the absence of central EU-level activities. Only 5.5% of organisers (18 respondents) did not feel it added value to the national, regional and local events.

Figure 45 Benefits of having central events and activities alongside national, regional, and local events and activities – event organisers



Source: Technopolis analysis of the 2020 EVSW survey questionnaires (N = 301)

Amongst the interviewed organisers of EVSW-associated national, regional and local events and activities there was a consensus, which reflects the survey results and case study findings as well, that they would have organised their events even without the EVSW. At the same time, when it comes to the question of the EU added value, nearly all interviewees agreed that the EVSW helps to create a lot of visibility to VET in a certain week and that this is more than any one Member State could reach on its own. Interviewees from Spain and organisations active on the EU level added that this helps harmonise VET education in the different Member States and contributes to VET no longer perceived as something only local or regional.

Some participants of the validation workshop also felt that many of the Week-associated national, regional and local events organised as part of the Week would have been organised

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anyway. In this sense, the EVSW does not add a large amount of value to them. The opposing view, however, was that the added value lies in the fact that the EVSW brings VET stakeholders from across Europe together enabling them to exchange ideas and share good practice. In a similar vein, participants generally agreed that, at the pan-European events, participants are usually the same, hence for regular attendants only a few new contacts are made at these events. Moreover, these participants tend to be already on board and convinced of the importance of VET. Instead, the EVSW should be reaching out to target groups who are not regularly included and who are outside of this established VET community. It was felt that the latter generally do not know about the EVSW and if few outside the established community are reached, the EVSW would be 'preaching among the believers' and would not be effective in convincing citizens of the importance of VET. At the same time, some participants pointed to the benefits of having a core community of VET stakeholders present at each edition, making it easier to network and exchange ideas. Association with the EVSW can also function as a mark of quality for VET schools.

To prevent the VET community from becoming too 'insular', it is therefore important to identify the stakeholders that are not reached adequately. The suggestion was made that one way of reaching more stakeholders and linking the national, regional and local events more closely to the pan-European events, was to tie the EVSW to other skills competitions and initiatives such as Erasmus+, although some felt the latter may not be ideal since it is focussed on mobility.

4 Conclusions and recommendations

The following pages provide a summary of the conclusions regarding the study findings on the evaluation questions regarding the past editions of the EVSW and puts forward some draft recommendations for discussion during the validation workshop for the future editions. The conclusions are presented first along with the main evaluation question groups.

Relevance

- There is a clear **need to tailor the approach** in terms of the level and content of promotion and communication activities across the countries. VET systems are very different in terms of delivery structures, reputation and image across the EU Member States. In addition, the pan-European and the EVSW-associated national, regional and local events and activities further to the communication campaign vary to a significant extent in size, content, nature, duration and location. There are small events engaging local stakeholders in a VET school - for example interested students who might wish to become bakers or mechanics - to couple of hundred attendee large international policy conferences, further to the annual communication campaign, which made this evaluation of the EVSW rather complex.
- The study findings highlight a **strong need for communication and promotion** about vocational education and training both at CVET and IVET levels in general, as well as in line with the objectives set by the EVSW. Based on the **needs and motivations** put forward, the **objectives of the EVSW** - to highlight the attractiveness of VET, to emphasise that VET should be seen as an equal route to quality life and employment, to persuade stakeholders and citizens to take VET more seriously, to get more employers on board, to stimulate business-education partnerships and lastly to better connect the European agenda for VET to the local communities and inspire further policy developments - **are well reflected** in the evidence collected as part of the study. All **stakeholders gather behind the overall mission** to increase the image of VET. Interviewees put **less emphasis**, however, on the aspect of **business-education partnerships**. A topic that was often mentioned by interviewees and is not reflected in the objective is the **aspect of mobility**
- The **varied approach**, in terms of types of activities which are targeted towards the range of target audiences, makes it possible for the EVSW to be **relevant across all its objectives**. At the same time, one of the fundamental objectives of increasing the image of VET remains particularly valid and thus the evaluation indicates there is more work to be done in this area in the next editions of EVSW
- **Pan-European events are the central elements** and of **high importance** for most stakeholders interviewed. These have an important role to play in facilitating **international networking, exchanging ideas** and **best practice examples**, as well as informing policy makers, and **creating and maintaining an engaged VET community**. It is important to consider however for the future editions, that **there are many other well-established existing platforms** for policy makers and national agencies to network and exchange ideas
- The information collected **did not reveal** any evidence **that any of the five main target groups were underrepresented** in the central EVSW events. Moreover, researchers participating in the EVSW were content with their representation. That seems also to be the case for researchers from adult education who also voiced improvements in regard to the representation of adult education stakeholders in the past years

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- The **EVSW-associated national, regional, and local** events and activities are **key to reach learners, parents, teachers, and companies** as well as **education and training providers**. These groups are reportedly the primary target audiences of their events and activities (over 80% of the survey respondents stated that)
- The events and activities organised under the EVSW umbrella both at central as well as national, regional and local levels are **well tailored to the needs of these audiences** according to the organisers. The study did not seek primary information from the attendees of EVSW – reaching parents, students and business in general was not feasible within the scope of the study - but there is **satisfaction with the reported level of engagement of the intended target audiences** among the different associated and central event and activity organisers
- This is also reinforced by the fact that roughly **over 2/3rd of the EVSW-associated national, regional and local event and activity organisers**²⁹ have been **engaged** in the EVSW across **multiple years**, which implies a successfully implemented event in the first year at least. Furthermore, the large number of national, regional and local EVSW-associated events and activities organised each year are strong indicators of the relevance of the EVSW, hence these organisers are encouraged to register on the EVSW website, but do not receive direct funding through the EVSW for the organisation of their events and activities
- Although there is a good level of representation and targeting of the audiences, the findings through the interview programme also highlighted that **a strong need remains to increase the image of VET** among policy makers, teachers, learners including adult learners and parents. This view was expressed by most stakeholders, including the independent researchers interviewed who organise a researchers' conference each year as part of the central EVSW events

Coherence

- As described already, there is a **large variety of activities coordinated and implemented** under the EVSW brand and umbrella, which makes it **difficult to build internal coherence**. The EVSW has already had four editions, and the **evolution over time** has yielded **positive results in enhancing the coherence** of the different strands of activities. The central website, instead of just being a simple source of information dissemination platform and the entry point for registration of the national regional and local associated events and activities has incorporated information on elements of the other activities as well, such the EVSW Ambassadors and the VET Excellence Awards
- There seems to be a **clear disconnect between the pan-European, and national, regional and local EVSW-associated events**. Only a handful of interviewed stakeholders were aware of the different EVSW elements and the potential links among them. At the same time, the majority of the **stakeholders** interviewed and surveyed who participated in or organised the various the EVSW events **were not clear on how** the national, regional, and local EVSW-associated **events and activities were connected** to the EU level events

²⁹ Based on the 2017-2019 event organiser database

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- Due to the **variety** of the different types of events organised and communication activities coupled with the **geographically dispersed** nature of the associated events and activities **taking place across a calendar year**, such disconnect is understandable from the individuals' point of view. It, however, **prevents further synergies to be built**, that could further enhance the outreach of and engagement with the EVSW
- The evidence collected as part of the study highlights the **clear benefits of coordination at national, regional level**. For example, in Hungary, Croatia or Estonia, national ministries, agencies, networks or employment offices act as coordinators for events and urge local event organisers to register aligned events. They often **capitalise on existing national initiatives** and thereby **maximise the benefits** from both, national and EU level branding and efforts
- The **external coherence of the EVSW is regarded good** by most stakeholders consulted, as the key initiatives and most important networks are already present and contribute to the EVSW. However, there is a very **long list of potential further connections** and links to be made to relevant initiatives and networks, sectoral bodies especially as part of the pan-European events. **Additional efforts** would be welcome **to create even more enhanced links with Erasmus+** due to its importance, and the significant and well-established networks Erasmus+ already has in place
- Both the survey findings and the interview feedback are dominantly positive, as **most stakeholders consider the 'Discover your talent' slogan a good choice**. **Recognition** of the EVSW brand and the 'Discover your talent' slogan **is an important element**. It speaks to young people, a statement with which youth organisations themselves agreed as well. Although there were **improvements suggested**, reflecting the individual viewpoints of the different stakeholders consulted, **but they agree that it is more important to keep continuity** and **further increase the visibility** of the brand and slogan. In contrast, while the main slogan is well-known by the stakeholders involved, although there is a positive bias in this interpretation, even they are not very familiar with the annual themes

Effectiveness

- The evidence from the surveys and interviews indicates a **high level of awareness and importance on most of the EVSW elements**. This is especially **true for the pan-European events, the national, regional and local EVSW-associated events, the VET Excellence Awards** and the **European communication campaign**.
- The **VET Excellence Awards** are regarded very **positively** by most stakeholders consulted. There is a need to provide further **clarification about the nomination and selection procedures**, but overall, they are regarded as being **very inspiring and motivational**. Highlighting best practices across a range of different areas of vocational education and training (from people to tools) is a positive aspect of the awards. Further work could be done to reach secondary target audiences better, although the extent of the current reach is difficult to assess.
- The **pan-European events are regarded as being very useful**, they are considered effective by all interviewees who found them mostly well organised. **Mixed sessions**, where different stakeholders can exchange ideas are deemed to be **very effective**. Several interviewees indicated that **participants were always the same** over the years and that **industry stakeholders** could be **represented better**. Participants also saw the central events as an

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important meeting for the European VET community, and it seems prudent to aim for a certain continuity.

- Among all the elements, the **EVSW Ambassadors are least known**. As a result, **stakeholders** – both general stakeholders and event and activity organisers - **engage with them less**. **Ambassadors have added value to the campaign** when considering both qualitative and quantitative indicators. Ambassador **outreach** worked, from a social media perspective, particularly **well** in 2016. Performance was much weaker in 2017 despite the fact that many more Ambassadors were appointed. Significant improvements are noted in 2018. However, it is only in 2016 that the Ambassadors made a considerable quantitative difference in terms of outreach (large share of total campaign outreach, strong engagement rates). While they make important contribution to the social media outreach, overall, due to the **lack of understanding of their role and how to engage with them**, their role is deemed less important by most stakeholders consulted. The **relevance of their role is not questioned**, however there is **room for improvement in their selection, effectiveness and mode of engagement** with EVSW. This leads to an under-exploitation of their overall potential in the communication mix.
- Communication is making much **more use of the variety of channels** which are available to access citizens. In many cases blending them effectively in order to meet the demands of specific target audiences, once their patterns of engagement are understood. There is evidence from the mix used in the EVSW that the **demands of audiences are taken into consideration** through the choices of activities on a case by case basis. However, to ensure a **more strategic approach** that benefits of using the full range of channels available **requires a more sophisticated understanding of the target audiences and their behaviours in relation to accessing information**. There is also a need to meet the demands for more personalised information, which is growing.
- The **social media communication campaign** has **performed well** in terms of **reaching out**. Especially when compared to the set targets, showing year-on-year improvements, and when considering comparative benchmarks. **Paid outreach** has **worked efficiently**. The campaign achieved a high level of conversion from impressions to video views and **engagement rates were high**. Total **earned reach** also **appears high**, especially in the latter years. In contrast, the campaign appears to have **performed less well** when considering measures of **effective engagement and awareness raising**. To the extent that data is available, it suggests that videos are mostly not viewed through to the end, viral reach of organic and paid posts is limited and participation in quizzes and “Share your story” activities are low. Likewise, there appear to be an underexploited potential for generating earned social media mentions
- Overall, looking at the **effectiveness** of the EVSW, **engaged stakeholders are very positive**. Over 80% of all survey respondents (363) felt that the **EVSW** was **able to improve the perceptions of VET of its target audiences to a high or very high extent** and only 1.3% (6 respondents) believed this had not been the case at all. Out of all event organisers, over 80% (284) felt strongly that their **events and activities** had **motivated** their **target audiences to take action** as a result.
- During the validation workshop, it was reiterated that, while changes in public perceptions of VET can take several years to materialise and given that the EVSW has only existed for a few years, it has managed to **grow into a well-developed platform for the European VET community** to come together. Now is the time to take next steps and prioritise outreach

Efficiency

- **Varying the locations of the pan-European events** and linking it to the European Presidency for example gives a **good focus** to EVSW and is a **positive contribution** to the implementation. It allows the EVSW to **bring in more country specific insights** and best practice, showcasing particular countries and thus increasing the opportunities for exchange of experience. It also has a **positive effect** in terms of increased **number of events and activities** organised **in the country holding the Presidency**, although the location does not seem to have an effect on other countries, and the former increase seems to diminish somewhat in the consecutive years
- The **timing of the EVSW itself does not elicit any criticism**, therefore it is unnecessary to move it. Especially as EVSW has now been going long enough for organisations to have this marked in their diaries and so can start preparing around the same time each year. At the same time, the timing or more specifically **non-timing of the EVSW-associated national, regional and local events** has caused some confusion and **would benefit for further explanation and information**
- Based on the available information, the efficiency of the **social media campaign appears to be in line with other campaigns**. Data was available on the communication campaign for the consecutive years, which was used as a basis for benchmarking for the different activities. Based on the available information, the efficiency of the social media campaign appears to be **in line with other campaigns and some metrics even perform slightly better**. The campaign, however, is **stronger on reach than engagement**, which is an area for improvement for the future editions
- Organisers of national, regional and local EVSW-associated events and activities appear to **have sufficient resources**. While, there is no funding associated with the national, regional and local EVSW-associated events and activities the organisers appear to have sufficient resources in general to cover their activities. As some of the case studies highlight, **combining the EVSW-related activities and events with other projects** such as **Erasmus+** provide a **useful framework** on which to build. There is funding available to **cover the costs of travel and accommodation for invited participants** to the **pan-European events**, which is a factor that **highly or very highly influences potential participants' decision** whether to take part or not. Close to 60% of event organisers (182) felt this way

EU added value

- **Networking, learning, and sharing of best practices** were seen as the **main impacts** of the EVSW by interviewees. Most of the stakeholders interviewed who were participants in the pan-European events saw the **biggest impact** of the EVSW in **the networks they have established**, the **learning** that took place and the **best practices** they heard about. In addition, positive sentiments were mentioned about creating a **more positive image of the EU overall** and establishing a **greater awareness and value associated with VET**, notwithstanding the importance and relevance of other existing information channels and fora. However, these highlighted **benefits are mainly for those, who participated** in the **central events**. A **question mark** remains to what extent the **secondary target audiences** are **reached by these central events** and their messages
- The communication around the EVSW was successful in **raising the awareness of VET**. There is an **overwhelmingly positive** opinion among the stakeholders – both general and event organisers - with regards to the success of generating greater awareness of VET as a result

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of the communication around the EVSW as well as of **improving the awareness of EU VET policy and themes**. Over 80% and 75% of the survey respondents indicated these answers respectively

- Overall, there are quite **strong links back to the objectives of the EVSW** and thus to EU policy level priorities. The EVSW enables **connections to be made** between **EU policy and national, regional and local VET policy and practice**. The study also found that **most** national, regional and local **events would be organised in the absence of the EVSW** as well, **however the EVSW helps create a lot of visibility** for VET in a certain week and that **this is more than any one Member State could reach on its own**. The central pan-European events and communication campaign also help **reach a broader audience** than the national, regional or local events could on their own as well as add **credibility, attractiveness** to national, regional and to some extent to the local events as well. The **importance of benefitting from the brand of a European level initiative** features highly in all ten case studies prepared, but the associated importance of the added value generated by the EVSW varies by country

Recommendations

The past editions of the EVSW were successful in building up a relevant initiative with highly important objectives addressing the needs of both primary and secondary target audiences. The activities contribute to stakeholders having a greater awareness and more positive image associated with VET, which are high level policy objectives shared by the EU and many Member States. The EVSW as a brand has credibility and adds value to the activities of most stakeholders, as indicated by the large number of associated events and activities organised each year. The mixture of the activities is well balanced and ensures the engagement of a core group of stakeholders in the pan-European events offering opportunities for networking and information exchange, while connecting EU and national, regional level stakeholders, and ultimately initiatives and policies. Although, some refreshment of the invited participants would be welcome to maintain the relevance and trigger new discussions.

The changes introduced since 2016 aimed at finetuning the different elements of the EVSW, based on the feedback received from the engaged stakeholders. DG EMPL have shown innovation by introducing changes over the time – for example through the changing locations of the pan-European events, the increasing number of awards, the modifications on the website or the new themes addressed year on year just to name a few – however, there is some room for improvement.

Further consideration should be given to the coherence of the activities. Simply due to the size and variety of the events and activities carried out under the EVSW umbrella, gaining an overview of the different elements to be able to use them to their maximum potential is becoming a daunting task and reduces potential synergies. It is also evident throughout the report that parents and learners are the most important target audience, so in the future, having a greater understanding of their needs would greatly support the increased effectiveness of EVSW. If there is preparatory work to be done in the future, this is where it would be best concentrated.

There are four specific recommendations put forward below for further discussion with DG EMPL and the selected stakeholders during the validation workshop.

Recommendation 1: Increase the internal coherence of the EVSW-related activities and engage national coordinators in doing so

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There is an apparent lack of connection between the set of activities that are carried out under the EVSW umbrella. There is a lack of importance indicated by the associated event and activity organisers with regards the Ambassadors, and to some extent to the awards and pan-European event as well. Furthermore, detachment was reported between the central EU level activities and the EVSW-associated events and activities.

One way to do this is by **providing clearer links between the communication campaign and the activities on the ground** both at pan-European and national, regional and local levels. In addition, **there is a need for provision of help to the relevant stakeholders to engage with the campaign content**. The EVSW-associated event and activity organisers are not professional communicators or event organisers most of the time. Therefore, they would benefit from **more guidance** to maximise the benefit of the available support.

Furthermore, **increased linkages and information flow between the pan-European and associated events and activities** could further enhance the value of the EVSW for all stakeholders involved. This can be done either by **nominating national coordinators** at the implementing contractor who can provide dedicated assistance to potential event organisers in the national languages, or by **supporting the establishment of such roles** in the different countries.

Based on the evidence collected by this study, the second option seems to be more powerful, as they also have the relevant knowledge of the country and the stakeholders that can be mobilised. Such a coordinator role would also help with more structured feedback to the European Commission and vice versa to fine tune both the central and national level activities to address the needs on the ground better.

Recommendation 2: The social media campaign needs to be more focused on engagement

The current social media campaign appears to be geared towards maximising reach and views, and less focused on generating engagement. This lack of engagement with the campaign means, that the full potential of the earned outreach is not harvested.

- To foster engagement, there is a need **to create more content that is tailored** to the needs and communication habits of the different target audiences.
- There should be **more visual content adopted to young people** and their preferred social media channels, including better designed videos and more visual content for Instagram.
- To reach and engage specialised groups, **professional organisations should be engaged**, instead of increasing paid social media outreach.

Recommendation 3: Rethink the role of the Ambassadors and ensure clarity and shared understanding around them

From among all the elements, the role of the Ambassadors is the least clear to the stakeholders as discussed in the report. The confusion is due to the lack of understanding of the Ambassadors' role and the possible ways to engage with them. The relevance of their role, or more specifically the idea of having individuals engaged who could be role models is not questioned, however DG EMPL should reconsider their selection, effectiveness and positioning within the EVSW.

Ideas put forward by the stakeholders consulted include having **more young people as Ambassadors and awardees** which would be a good way to increase the involvement of youths or having pairs of a learner and an employer from each country for the Ambassador role.

Recommendation 4: Ensure more consistent monitoring and reporting of the results delivered through the different strands of activities under the EVSW

A key difficulty with the evaluation of the performance of the social media campaign is the lack of data. Reports concentrate on performance against KPIs defined. There is very little, and inconsistent, performance data on effective engagement with content, both on social media, and on the website. Key standard performance metrics are missing on both social media and on website use. There are also no country specifics on the nature of audiences which have been reached or engaged by the campaign. Nor is there any data or insights into how audiences are engaged, which makes it impossible to provide in depth analysis of the nature of the mobilisation.

Therefore, for the future editions **more tailored and detailed reporting should be introduced**. DG COMM has been working on the harmonisation of the indicators to be collected for the different communication activities, with headline metrics presented in the *Communication Network Indicators*. Additionally, more in depth indicators are currently being developed by DG COMM based, among other, on prior experience with corporate campaigns. For consistency and comparability/benchmarking there would be benefits in DG EMPL working closely with DG COMM to design a monitoring framework for the EVSW (with reporting to be ensured in Excel in addition to any headline reporting in implementation reports). Using a harmonised and detailed framework, way would enable more efficient reporting, facilitate comparison across years, and facilitate benchmarking with other European Weeks and other EC outreach in the future.

Recommendation 5: Rethink the format of the EVSW for the future

In light of the ongoing COVID-19 pandemic, it is clear that the approach towards the organisation of events and activities, must be altered given not only the restrictions on large public gatherings that are likely to be in place but also, the likeliness that events (also in the medium and possibly long-term) are likely to change towards an increased use of online events.

Successful online events are by their nature, radically different to physical events in terms of organisation, formats and mode of engagement of participants. Given the scale of the EVSW, the multi-stakeholder involvement, the need for localisation, and the multiple audiences targeted, adaptation of the EVSW in a COVID-19 context, is a significant undertaking. If forthcoming events are to meet good practice standards of online events, it will require more than simply taking the events "online". It will require rethinking of the EVSW in a broader online context. This evaluation had a focus, a retrospective assessment of the relevance, effectiveness, efficiency, coherence, and EU added value of the EVSW as implemented to date. i.e. physical events. Drawing recommendations on this basis for an online context is not possible.

Instead we recommend that DG EMPL consult its stakeholders on any review of the concept of the Week to reflect on the extent to which parts of the EVSW could or should be organised in a hybrid format and which parts should be organised online to ensure its continuity. It needs to be established which elements would work well and efficiently online, which elements are not possible to deliver online. A proposal should be developed for different scenarios assessing the pros and cons and the feasibility of different types of events (fully online, hybrid). Ideally, the work would prioritise, segment and rate the importance and feasibility of the different types of events, while reflecting on alternative approaches which might also support the objectives

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of EVSW, but have not been included in the suite of tools as yet. In addition, we recommend that the DG EMPL commission a limited research piece on online events – in a multilayer context – as to provide inputs into feasibility and potential design options for the EVSW going forward. Better understanding of the key strengths and potential of online events will provide valuable information to DG EMPL to decide on how to continue the EVSW in the future.

In the interim, we understand, that for the 2020 edition of the EVSW mitigating actions need to be implemented. There is a need to put precautions into place by shifting towards a hybrid model for hosting EVSW events and activities. A certain proportion of the events will have to take place in online virtual settings entirely, and where the events and activities that can potentially take place in a physical setting will still need to have contingency plans to move certain components online, and/or to have certain elements take place virtually regardless. Using live streams, webinars and video conferences can award a degree of resilience to the events and activities, especially for the European events. However, for the national, regional, and local levels due to the nature of the activities, face-to-face interaction has been the key, which would be rather difficult to recreate online

In a similar vein, the approach to the overall EVSW communication campaign also needs to be revisited. This is especially true for the role of physical outreach such as the distribution of promotional materials and face-to-face interactions. Instead, the outreach will increasingly have to occur through digital communications channels with a stronger focus on social media platforms.

While these measures would apply to the mitigation of impact of COVID-19 on the organisation and implementation of the EVSW in the short run, they may well form part of a 'new reality' when it comes to future large-scale communication campaigns in a more general sense. The ongoing COVID-19 pandemic has highlighted vulnerabilities in countless areas, but the events sector has been especially hard-hit. Going forward, the organisation of large-scale public events and the implementation of mass communication campaigns may therefore have to include a degree of 'redundant capacity' enabling the shift to digital channels and virtual settings if external circumstances necessitate this.

Appendix A Bibliography

The links presented in the bibliography were accessed in June 2020.

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CEDEFOP: European public opinion survey on vocational education and training. Luxembourg: Publications Office. CEDEFOP research paper; No 62. <http://dx.doi.org/10.2801/264585>

CEDEFOP: European cooperation in VET: one process, many stops. Developments in vocational education and training policy 2015-17. Luxembourg: Publications Office. CEDEFOP reference series; No 110. <http://data.europa.eu/doi/10.2801/033929>, see e.g. Figure 7 on p. 40.

CEDEFOP: Skills for the future and VET in the world the focus of European vocational skills week 2019, October 2019. Available at: <https://www.cedefop.europa.eu/en/news-and-press/news/skills-future-and-vet-world-focus-european-vocational-skills-week-2019>

Ecorys: European Vocational Skills Week, Final Reports for the years 2016-2018

European Commission: Education and Training Monitor 2018

European Commission, DG EMPL: Summary of concept for EVSW 2016 – 2019

European Commission, European Vocational Skills Week 2019 Communications Factsheet. Available at: https://ec.europa.eu/social/vocational-skills-week/sites/evsw/files/evsw19_comms_factsheet_en.pdf

European Commission: European Vocational Skills Week, Ambassadors, Concept note, 2018.

Appendix B Analytical framework of the study

Figure 46 Analytical framework of the study

Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
Relevance					
To what extent has the EVSW addressed a need on the ground (e.g. in terms of public image of VET, needs of stakeholders working in the field such as VET schools, companies, learners, parents etc)?	This is related to the overarching objectives: <ul style="list-style-type: none"> To what extent are the overarching activities appropriate to the target audience? Were the objectives differentiated in terms of audience, Member State, considerations on the state of VET? 	<ul style="list-style-type: none"> Target audience for individual communication activities - focus, rationale, criteria / evidence for selection, objectives are tailored The objectives of the activities are aligned with the needs of the MS Needs, problems, issues in the countries are addressed 	<ul style="list-style-type: none"> Perception of the appropriateness of the activities / messages to the final audience Evidence of tailoring (by audience, geography, VET subsystem) Incorporation of feedback into planning of the EVSW Objectives were defined, prioritized and measured against data from prior activities 	<ul style="list-style-type: none"> Mapping / desk research Survey of stakeholder groups Interviews Case studies 	Are the objectives pursued by this initiative still relevant?
What are the key elements of the Week that were successful in achieving the	<ul style="list-style-type: none"> How well are each of the objectives addressed by different elements of the Week Are the objectives met equally or are there ones which have been 	<ul style="list-style-type: none"> The objectives are met and balanced according to the planning The target audiences are reached in the 	<ul style="list-style-type: none"> Target audiences are being reached Objectives are all being met equally / as intended Use of strategic intelligence for planning 	<ul style="list-style-type: none"> Mapping / desk research Media analysis Survey of stakeholder groups 	Which of the different elements of the EVSW are key to making it

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
objectives of the initiative?	<p>more of a focus than others?</p> <ul style="list-style-type: none"> • Are the target audiences being reached as intended? • Are there activities which are not in line with the objectives? 	<p>proportion with the intentions</p> <ul style="list-style-type: none"> • Satisfaction of key stakeholders with the activities in terms of timeliness and relevance for their needs 	<ul style="list-style-type: none"> • Inclusion of different types of stakeholders in consultation exercises 	<ul style="list-style-type: none"> • Interviews • Case studies 	<p>most relevant to the needs of stakeholders and the broader political and institutional context?</p>
Coherence					
To what extent have the different elements of the EVSW operated in synergy and been coherent with each other?	<ul style="list-style-type: none"> • Have all the elements of EVSW worked well together and with other national activities? • Was there any national planning of activities which indicated a coherent approach was taken? • Were there issues in achieving coherence, complementarity between different activities? • Could better coherence have been achieved? 	<ul style="list-style-type: none"> • There is a high degree of coherence of the EVSW activities within MS, which fit with the national priorities for VET and the VET landscape as well as EU priorities • There is a high degree of coherence between EVSW activities on national level and on European level 	<ul style="list-style-type: none"> • Efforts taken to ensure coherence in the portfolio - the national activities are coherent with national VET priorities / VET landscape • Set-up and cadence of communication opportunities across other actors involved in EU communication within and between MS 	<ul style="list-style-type: none"> • Mapping / desk research • Interviews • Media analysis 	

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
<p>To what extent has this initiative been coherent and complementary with the other European initiatives in the field of VET (such as the Alliance for Apprenticeships, the Upskilling Pathways, Skills Agenda) and with other European Commission broader corporate communication campaigns?</p>	<ul style="list-style-type: none"> • Were the activities complementary with other European activities? • Was there any European level planning of activities which indicated a coherent approach was taken? • Were there issues in achieving coherence, complementarity between different activities? • Could better coherence have been achieved? 	<ul style="list-style-type: none"> • There is a high degree of coherence of activities which fit with the EU priorities 	<ul style="list-style-type: none"> • Evidence that the EVSW elements have been coherent with other European level activities – both at European level and considering different EU messages within the MS • Number of instances when there as a doubling of efforts; number of instances when there were conflicting messages 	<ul style="list-style-type: none"> • Interviews • Mapping of other campaigns / initiatives • Mapping / Desk research 	<p>Is there a scope and a need for involving more / other policy areas/services of the Commission or other institutions in the EVSW, and if so, how?</p>
<p>To what extent has “Discover Your Talent” been recognisable as a brand/slogan, and its associated</p>	<ul style="list-style-type: none"> • To what extent do the target audiences recognise the brand / visuals / messages / events 	<ul style="list-style-type: none"> • The brand and slogan convey messages which support the overarching objectives of EVSW 	<ul style="list-style-type: none"> • Evidence of the recall of the brand • Evidence the brand / slogan conveys the appropriate messages to reach the objectives 	<ul style="list-style-type: none"> • Interviews • Survey of stakeholder groups • Case studies 	

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
<p>messages brought the campaign together? What is the significance of language used in this context?</p>	<ul style="list-style-type: none"> • What are the views in relation to an EU led EVSW • Which hashtag was the most used at the different campaign level? Were there local alternatives? 			<ul style="list-style-type: none"> • Mapping / Desk research • Media analysis 	
<ul style="list-style-type: none"> • Effectiveness 					
<p>To what extent have the main stakeholders been impacted by the activities of the EVSW?</p>	<ul style="list-style-type: none"> • Have the target audiences (both primary and secondary) been effectively reached? • Did the EVSW meet the target values of its established KPIs? • Were there suitable social media standards (i.e. key rules set for the use social media in terms of e.g. content, branding, privacy, referencing) applied in the technical implementation of the campaign? • Was the online targeting appropriate? Was the audience 	<ul style="list-style-type: none"> • The target audiences (segmented and differentiated) have been exposed to the EVSW messages and activities. • The target audiences have done something additional as a consequence of exposure to EVSW 	<ul style="list-style-type: none"> • Main campaign elements (various indicators) • Estimated generated reach per outreach channel, and frequency measured with separate indicators • Reach SM (organic and viral), incl. if relevant impressions served (digital advertising) and Cost per thousand (CPT), Average number of impressions per post and per channel, and top posts in terms of impressions • Number of publications or other products disseminated during event 	<ul style="list-style-type: none"> • Desk research - monitoring data from Ecorys (incl. the KPIs) • (Social) Media screening and analysis • Interviews • Survey of stakeholder groups 	<p>Is there a scope and need for involving other stakeholders in the EVSW, and if so, how?</p> <p>Is there a scope for improving the indicators and targets for this initiative and if yes, how? Are the targets in relation</p>

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
	carefully selected and how was re-targeting performed?		<ul style="list-style-type: none"> • Number of press articles generated, key message penetration and OTS (opportunity to see) • Estimated reach of stakeholders, outreach activities (by communication channel and/or by activity) 		to the various events and activities effective? Are there other targets that could be envisaged?
How effective have the different elements of the EVSW been in changing perceptions about VET?	<ul style="list-style-type: none"> • Was the EVSW, its content and its messages understandable and credible to the target audiences? • Have the target audiences engaged with EVSW been motivated and taken action (depending on the audience) • Have the stakeholders had improved perception of VET as a result of engagement with EVSW activities/events 	<ul style="list-style-type: none"> • Credibility of the EVSW elements in changing perceptions of VET • The target audiences have done something additional as a consequence of exposure to EVSW 	<ul style="list-style-type: none"> • Target audience engagement with the content including provision of advice to engage in VET • EVSW stakeholders (participants) sought more information about learning opportunities (directly as well as through advice available) • Sustained knowledge by the stakeholders 	<ul style="list-style-type: none"> • Interviews • Survey of stakeholder groups • Case studies 	Are there messages, approaches, products or other elements that can be further developed and integrated into the EVSW campaign that have not been included to date? Are there

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
					any that have been included to date that should be omitted in future?
What use has the communication campaign been in reaching out to multipliers (VET community) and mobilising the general population?	<ul style="list-style-type: none"> Which kind of multipliers have been reached? What was the reach amongst the general population? What was the most used social media channel by the central communication team, was it the same at all level? 	<ul style="list-style-type: none"> The target audiences (segmented and differentiated) have been exposed to the EVSW messages and activities. 	<ul style="list-style-type: none"> Identification of multiplier reach (who are they and how many were engaged; by type) Use of social media by type of activity and level of the campaign 	<ul style="list-style-type: none"> Monitoring data from Ecorys (including the KPIs) Media screening and analysis Interviews 	<ul style="list-style-type: none"> How could harder-to-reach groups (e.g. young people, older adult learners, SMEs, parents, teachers in general education, the HE sector, or careers advisors) be reached? Are there other actions / channels that could be embedded into this initiative in order to maximise its impact and scale?
How effective was the support provided by the Ambassadors?	<ul style="list-style-type: none"> Did the ambassadors fulfil their objectives in relation to encouraging uptake of VET? 	<ul style="list-style-type: none"> The ambassadors raised awareness on the EVSW and VET more broadly 	<ul style="list-style-type: none"> Reach SM (organic and viral) Evidence on ambassador's support 	<ul style="list-style-type: none"> Interviews Surveys of stakeholder groups 	Is the engagement of Ambassadors effective? If so,

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
				<ul style="list-style-type: none"> • Media screening and analysis on ambassador's activities • Case studies 	<p>how can this be optimised, both in terms of how they are engaged and what they are able to achieve?</p>
<p>To what extent do the awards contribute to the effectiveness of the awareness-raising?</p>	<ul style="list-style-type: none"> • What was the interest in award nomination? • What was the interest in the award ceremonies? 	<ul style="list-style-type: none"> • The awards increased the awareness on the EVSW 	<ul style="list-style-type: none"> • Number of nominations • Number of votes received • Reach SM (organic and viral) 	<ul style="list-style-type: none"> • Media screening and analysis related to the awards • Surveys of stakeholder groups • Interviews 	<p>Is the organisation of the awards effective? If so, how can this be improved? What type of the awards should be involved – is there an optimum number?</p> <p>Has the communication potential of the Awards been fully</p>

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
					exploited, can this be improved?
Efficiency					
Has the funding provided for the EVSW been used optimally?	<ul style="list-style-type: none"> • Did the campaign offer good value for money? • Have the resources for EVSW been appropriate and proportional to what it set out to achieve? • What has been the cost-reach ratio for each media channel? • How do the costs compare with other weeks, such as Green Week, EUSEW, EU Week of Regions and Cities, SME week? 	<ul style="list-style-type: none"> • The EVSW delivered good value for money • The cost is on a par or lower in comparison to that of other equivalent Weeks / similar activities 	<ul style="list-style-type: none"> • Share of the target audience with changed behaviour / costs of the EVSW • Depending on data availability, comparison of the costs per reach, / visit, cost of response, action , between the direct week actions and the indirect campaign actions (via multipliers) • The estimate amount of effect the campaign has generated (quantitative) and the estimate cost savings generated (allowing to estimate Return on Investment) • For SM: <ul style="list-style-type: none"> - Average cost of reach - Average cost per impression 	<ul style="list-style-type: none"> • Monitoring data from Ecorys • Interviews with other DGs - Benchmarking with other campaigns • Interviews • Social media analysis 	Are there other types of financing mechanisms that could be envisaged for the various elements of the EVSW in order to ensure a more cost-effective use of the dedicated budget?

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
			<ul style="list-style-type: none"> - Average cost per opportunity to see - Average cost per engagement (click / share / comments) 		
<p>What are the key strengths and weaknesses?</p>	<ul style="list-style-type: none"> • What factors influenced the efficiency of the observed results? • Are there differences in terms of strengths and weaknesses between the delivery of different activities? • To what extent did DG EMPL's communications team add value? 	<ul style="list-style-type: none"> • There exist factors that affect (positively and/or negatively) the efficiency of the EVSW. 	<ul style="list-style-type: none"> • Identification of strengths and weaknesses • Presence of successful recurring elements in communication • Human resources allocated to activities and to areas of activities 	<ul style="list-style-type: none"> • Desk research • Interviews • Survey of stakeholder groups • Case studies 	<p>Are there some type of actions that should be prioritised rather than others, in order to increase the cost-effectiveness?</p> <p>Is there a need for better balancing between awareness-raising and policy debates and if yes, how to achieve this?</p>

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
How has the timing of the campaign in each of the three years affected the quality of its implementation (annual, in the autumn)?		<ul style="list-style-type: none"> Evidence that an Annual event is acceptable to the stakeholders by type Evidence that the timing is optimal to the stakeholder by type 	<ul style="list-style-type: none"> Evidence of delivery support 	<ul style="list-style-type: none"> Survey of stakeholder groups Case studies Interviews 	Should the EVSW continue to be organised every year at local, regional, national, and European level?
To what extent has the location of the EVSW influenced its effectiveness (twice in Brussels, once in Vienna and the upcoming one in Helsinki)?	<ul style="list-style-type: none"> Has the location of the EVSW impacted on the stakeholder engagement (differentiated by type) 	<ul style="list-style-type: none"> Evidence that the location is acceptable to the stakeholders by type The location does not influence negatively 	<ul style="list-style-type: none"> Evidence of all types of stakeholders engaged equally or proportionately regardless of the location 	<ul style="list-style-type: none"> Desk research Interviews Survey of stakeholder groups Case studies 	<p>What could be done to improve the geographic coverage of the EVSW in Europe and achieve more balanced engagement among all countries?</p> <p>Should the EVSW continue to be</p>

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
					organised every year at local, regional, national, and European level?
To what extent did the option of covering the costs of travel and accommodation influence the participants' decision to take part in the EU level events?		<ul style="list-style-type: none"> The provision of travel cost coverage has increased participation 	<ul style="list-style-type: none"> Evidence that participants would not have attended in the absence of funds for T&S 	<ul style="list-style-type: none"> Survey of stakeholder groups Interviews 	Are there other types of financing mechanisms that could be envisaged for the various elements of the EVSW in order to ensure a more cost-effective use of the dedicated budget?
EU Value added					

The European Vocational Skills Week Achievements and Recommendations for Future Editions

Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
How has the EVSW contributed to a greater awareness of the value of VET?	<ul style="list-style-type: none"> Has the EVSW reached a wider range of stakeholders than a similar national initiative could do? Would the stakeholders have taken any action if the EVSW had not been implemented? 	<ul style="list-style-type: none"> The EVSW engaged new stakeholders The EVSW generated more activities from stakeholders than would have happened without it 	<ul style="list-style-type: none"> Identification of additional effects generated by EVSW being organised at the EU level 	<ul style="list-style-type: none"> Desk Research / mapping Interviews Survey of stakeholder groups 	
To what extent has the EVSW contributed to supporting the implementation of the EU policy agenda in the field of VET?			<ul style="list-style-type: none"> Qualitative evidence of stakeholders and policy makers 	<ul style="list-style-type: none"> Interviews Survey of stakeholder groups 	
To what extent has the EVSW contributed to a more positive image of the EU?	<ul style="list-style-type: none"> Has the EVSW had a positive impact on the audiences' perception of the EU? 	<ul style="list-style-type: none"> Stakeholders associate better image to the EU as a result of the EVSW 	<ul style="list-style-type: none"> Increased positive perception Increased visibility of the EU's activities 	<ul style="list-style-type: none"> Interviews Survey of stakeholder groups 	
To what extent has the EVSW fostered new approaches, and to what extent could	<ul style="list-style-type: none"> To what extent would the stakeholders organise events / undertake similar activities without the EVSW? 	<ul style="list-style-type: none"> The EVSW generated events / activities that would not have happened without Stakeholders find the approaches used by 	<ul style="list-style-type: none"> Evidence that without EVSW the activities / events would not have taken place (or to a smaller extent) 	<ul style="list-style-type: none"> Interviews Survey of stakeholder groups Case studies 	

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Evaluation questions for past EVSW editions	Sub questions	Success criteria	Indicators	Suggested methodological tools for data collection and analysis	Recommendations expected – Options for further development of this initiative from the ToR
the various events/activities have taken place anyway?	<ul style="list-style-type: none"> • Are the approaches used by EVSW novel in their ways? Are there similar activities carried out at national / EU level? 	EVSW novel and engaging	<ul style="list-style-type: none"> • Comparison with other similar initiatives (EU and national level) about the novelty of the approaches 		

Appendix C List of workshop participants

EVSW Validation workshop

Date: 6th July 2020

Location: Webex meeting

Participants:

- David Rozványi, NOVETAL
- Barbara Hemkes, BiBB - Department 4 - Initiatives for VET
- Alicia-Leonor Sauli-Miklavčič, EURASHE
- Agnes Roman, European Trade Union Confederation
- Annie Philipsen, SOSU H
- Christoph Nägele, VETNET
- Robin Praillet, Nestle AT
- Loukas Zahilas, CEDEFOP
- Manfred Polzin, EUpVET
- Jens Liebe, UNESCO-UNEVOC International Centre for Technical and Vocational Education and Training
- Tom York, WorldSkills Europe Secretariat
- Maria Bartsoka, OAED
- Guiseppina Tucci, OBESSU/ESAN
- Francesco Longu, DG EMPL
- Susan Bird, DG EMPL
- Rebecca Allinson, Technopolis Group
- Felix Dijkstal, Technopolis Group
- Maria del Carmen Calatrava Moreno, Technopolis Group
- Zsuzsa Javorka, Technopolis Group

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Appendix D List of interviewees

Target group	Name	Organisation	Position	Country
Businesses, chambers, trade unions & their associations				
Chambers of industry / commerce / crafts	Hans-Ulrich Nordhaus	German Trade Union Confederation DGB	Director	Germany
Employers and their associations	Hayri Akgus	Hidromek A.Ş.	Vocational Training Manager	Turkey
Employers and their associations	Jason Holt	Holts Group	CEO	United Kingdom
Social partner organisations (at European, national and regional levels, including sectoral level organisations)	Liliane Volozinskis	SMEUnited	Social Affairs - Vocational Education and Training	European Union
Social partner organisations (at European, national and regional levels, including sectoral level organisations)	Agnes Roman	ETUC	Senior Policy Coordinator, Advisor on Education & Training policy	European Union
Social partner organisations (at European, national and regional levels, including sectoral level organisations)	Alie Kamphuis	CINOP	Project leader	Netherlands
Teacher and trainer associations (e.g. ETUCE, EFEE)	Susan Flocken	European Trade Union Committee for Education	European Director	European Union
Sectoral bodies and other professional organisations, such as Sector Skills Councils or their equivalent at European, national or regional level	Nikki Gallagher	SOLAS - The Further Education and Training Authority	Director of Communications	Ireland
Employers and their associations	Angela Teml	Nestlé AT	Public Relations	Austria
Employers and their associations	Anita Cassagne	Nestlé FR	Human Resources	France
Employers and their associations	Sidonia Boca	Nestlé RO	Human Resources	Romania
Education and training providers and their staff/associations				
Employer training providers	Adrijana Hodak	Intercompany Training Centre in Nova Gorica	Head	Slovenia
Schools/VET/Adult learning providers	Kari Puumalainen	EFVET	Vice President	European Union
Schools/VET/Adult learning providers	Liisa Metsola	EFVET	Vice President	Belgium
Teachers and trainers	Michael Wagner	BBS Nienburg	Teacher	Germany
Schools/VET/Adult learning providers	Manfred Polzin	MBO Raad (VET Council)	Senior Policy Advisor	Netherlands
Policy networks and initiatives				

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Careers guidance counsellors and their networks or associations at European and/or national, regional level	Roula Kyriou	European Association of Career Guidance (EACG)	Executive Vice-President	European Union
Members of the European Alliance for Apprenticeships (incl. the Alliance4Youth, and the former Pact for Youth)	Robin Praillet	European Alliance for Apprenticeships	Team Leader, Skills for the Young, VET, Apprenticeships and Adult Learning Unit	European Union
Adult learning initiative	Mag. Dr. Carin Daniel Ramirez-Schiller	EPALE - Electronic Platform for Adult Learning in Europe	OEAD, AT representative for EPALE	European Union / Austria
University Lifelong Learning Initiative	Tamer Atabarut	EUCEN	Steering Committee Member	Spain
Public authorities or agencies & their associations				
National networks managing European education and training tools, instruments and policies	David Rozvanyi	National Institute of Vocational and Adult Education (NIVE)	Hungarian Coordinator of the European Vocational Skills Week	Hungary
Erasmus+ national agencies / ESF managing authorities /ERDF beneficiaries and authorities	Izabela Laskowska	PL Erasmus+ National Agency		Poland
Local and regional authorities and their associations, e.g. EARLALL, the European Association of Regional and Local Authorities for Lifelong Learning	Noelia Cantero	European Association of Regional and Local Authorities for Lifelong Learning (Earlall)	Business Manager	European Union
National and regional agencies or centres of development	Sarmīte Pīlāte	Latvian Adult Education Association	Director	Latvia
Relevant EU agencies (e.g. CEDEFOP)	Loukas Zahilas	CEDEFOP	Head of the Department for VET Systems and Institutions	European Union
National and regional agencies or centres of development	Angyalné Kovács Anikó	Szeged VET Training Centre	Director	Hungary
Others				
European researchers' communities in VET and adult learning	Fernando Marhuenda	University of Valencia	Professor	Spain
Innovation centres	Antonio Carrión Sacacia	CIFPA - Innovation Centre for Vocational Training of Aragon	Director	Spain
International skills competition organisations (e.g. WorldSkills, EuroSkills)	Georgios Zisimos	ETF	Senior Specialist in EU Education and Training Policies	Italy
International skills competition organisations (e.g. WorldSkills, EuroSkills)	Eugene Incerti	WorldSkills Europe Secretariat	Competition Manager	European Union
The European Apprentices Network, EuroApprentices, the European Student Network	Leonardo Miodrag	European Apprentices Network	VET Student, Member of European	European Union

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			Apprentices Network	
Youth and parents' organisations	Giuseppina Tucci	Organising Bureau of European School Student Unions (OBESSU)	Secretary General of Organising Bureau of European School Student Unions, Chair of European Apprentices Network	European Union
Parents Associations	Arja Krauchenberg	European Parents Association	Vice President	European Union
Researcher	Prof Michael Gessler	Uni Bremen / VETNET	Professor	Germany
Researcher	Christof Nägele	FHNW / VETNET	Professor	Switzerland
Researcher	Marcella Milana	Uni Verona / Adult learning researcher network	Associate Professor	Italy

Appendix E Interview guidelines

Introduction of the interviewer and of Technopolis Group. Introduction of the study and its objectives.

The term 'VET' may have to be adapted depending on the approach to vocational education and training in different countries. Please make specific notes about the VET – initial VET vs continuous education, adult learning.

E.1. Opening

- Please, introduce yourself and your organisation
- Please describe your organisations' roles and responsibilities in terms of VET
- Who are the main organisations involved in communication around VET in your country or at EU level (as relevant)?
- What are the key communication activities around VET? What are the main messages and what works well in communicating them (e.g. media channels, type of activities)?
- Are you familiar with the European Vocational Skills Week? How/when have you heard about it (for the first time)?
- Can you explain to us the nature of your involvement in the EVSW?
 - When thinking about the EVSW what you think its main objectives are?
 - Are you familiar with the main themes (prompt if needed, it has an annual theme) of the VET Week?
 - What EVSW-affiliated events have you been involved in? In what role and in which year(s)?
 - What were your main motivations to get involved in any EVSW-related activities?

E.2. Relevance

- From your perspective, what are the most important needs for VET in Europe/your country?
 - How do these needs vary across the target audiences (training providers, business representations, public authorities, policy networks and citizens and public at large)?
Prompt, if needed:
 - Improving the public image / reputation of VET in general
 - Improving the level of awareness and knowledge about VET
 - Seeing VET as a credible alternative to other education routes
 - Enhanced policy support for VET
 - Other, please elaborate on it
 - Only for international organisations: Do you think there are differences across the various Member States?
- The EVSW works with a set of tools and activities, including the Ambassadors, Awards, app, social media, videos, events, etc. Which of these do you find the most suitable to reach the different target audiences such as parents, students, training providers?

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- Do you think that some of these activities and communication methods are more / less relevant to achieve the objectives of the VET Week?
- Do you recognise the 'Discover Your Talent' brand? Does it convey an appropriate message?
- Do you think the focus of the EVSW and its activities are appropriate to address the needs of the [primary target audience - include the type of organisation you are talking to] and to citizens and learners more broadly [secondary target audience]?

2019	VET for ALL – Skills for Life
2018	Future of VET
2017	Importance of business-education partnerships, VET from sectoral perspectives, Importance of mobility in VET
2016	Attractiveness of VET as a first choice

- Can you recall specific activities which addressed the needs identified [specify for which target group]?
- Do you find that the needs of some of the target audiences are not addressed well enough?
- *Only for international organisations: Were the activities tailored for the needs of the different countries?*

E.3. Coherence and EU added value

- Have the elements of the EVSW campaign worked well together and with other national/regional/local activities?
- What particular activities would you say have worked? Why?
- How have they reached the intended stakeholders (i.e. learners, parents, trainers, workers, companies)?
- Is the EVSW complementary to other European initiatives in the field of education and training (e.g. Alliance for Apprenticeships, Upskilling Pathways, Skills Agenda, other EC communication campaigns)? Which ones and why?
- In your opinion, what is the value of coordinating VET-related events at EU level?
- In particular, what is the value added due to the 'European' dimension to the EVSW campaign? (i.e. differentiating between pan-European events and the national, regional, and local events)
 - Has the EVSW reached a wider range of stakeholders than a similar national initiative could do?
 - Would the stakeholders have taken action if the EVSW had not been implemented?

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E.4. Effectiveness

- Do you think that the EVSW managed to reach the key stakeholders in your country / at European level? Who else should be involved in any future activities?
- Do you find that the EVSW and its content and messages were understandable and credible to the target audiences?
 - Why do you think so and in particular for which group did they work?
 - Have the target audiences engaged with EVSW and/or taken actions as a consequence? Can you give an example?
- One of the key objectives of the Week is to improve the perception of the stakeholders about VET. How effective is the Week in contributing to such improved perception?
- What could be done in order to increase participation of [include the type of organisation you are talking to] in the Week?
- Thinking about the Ambassadors and the Awards (i.e. application process, on-line voting, celebration evening), how effective do you think they are in awareness raising and reaching the desired target audiences? Why do you think these activities work better than other activities e.g. app, social media, videos, events, etc. as part of the EVSW?

E.5. Efficiency

- How far does the EVSW offer good value for money (e.g. for the event organisers, the society at large)?
- What are the key strengths and weaknesses of the EVSW?
- How has the timing of the campaign in each of the four years affected the quality of its implementation (annual, in the autumn)?
- Do you think that the location of the main EVSW events (i.e. 2016 & 2017 in Brussels, then Vienna and Helsinki) had an influence on the efficiency in terms of reaching the target audiences with the communication activities?

E.6. Impact

- [Only for event organisers] Would you/your organisation have organised VET-related events or activities without the EVSW campaign?
- To what extent has the EVSW campaign contributed to:
 - Supporting the implementation of the EU policy agenda in the field of VET?
 - Establishing a greater awareness and value associated with VET?
 - Creating a more positive image of the EU?
- Have the EVSW fostered new approaches that can be applied in the national context in the future?
- What is the biggest impact of the EVSW in your views?
- Can you provide an example where the EVSW communication activities resulted in noticeable impact and we could showcase it as a case study?

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E.7. Closing

- What changes would you like to see in future editions of the EVSW? (Differentiate between pan-European events and the national, regional, and local events)
- Is there anything else you would like to add or comment on?

Appendix F Presentation of the survey results

Presentation of the downloaded results – highlights question by question

F.1. Survey to event organisers

1. What is the name of your organisation?

Answered	377
Skipped	2

2. In which country are you based?

Answered	376
Skipped	3

3. In which year(s) did you organise an event or activity during the European Vocational Skills Week (EVSW)? Please select all that apply.

Answer Choices	Responses	
2016	21.90%	83
2017	45.91%	174
2018	60.95%	231
2019	79.95%	303
Please add any comments	11.08%	42
	Answered	379
	Skipped	0

4. Please indicate how many events have you organised over the years.

Answer Choices	Responses	
1	20.05%	76
2	20.84%	79
3	12.40%	47
4 or more events	44.06%	167
Other (please describe)		34
	Answered	379
	Skipped	0

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5. For the event/activity you organised please indicate to what extent the different EVSW target audiences were targeted specifically and reached effectively.

a. Specifically targeted

	Not at all		To a small extent		To a high extent		To a very high extent		N/A, Don't know		Total
Education and training providers	4.35%	13	22.74%	68	45.82%	137	25.42%	76	1.67%	5	299
Employers' organisations, business chambers, and trade unions	12.72%	36	38.52%	109	37.10%	105	10.25%	29	1.41%	4	283
Public authorities and agencies	14.89%	42	40.43%	114	28.72%	81	12.41%	35	3.55%	10	282
Policy networks and initiatives	30.69%	85	34.30%	95	20.22%	56	6.50%	18	8.30%	23	277
Learners, parents, teachers, companies, etc.	2.51%	8	11.29%	36	39.81%	127	45.77%	146	0.63%	2	319
General public	12.20%	35	40.07%	115	32.75%	94	11.85%	34	3.14%	9	287
								Answered			325
								Skipped			54

b. Effectively reached

	Not at all		To a small extent		To a high extent		To a very high extent		N/A, Don't know		Total
Education and training providers	4.18%	12	24.74%	71	44.95%	129	23.34%	67	2.79%	8	287
Employers' organisations, business chambers, and trade unions	12.64%	34	38.66%	104	36.43%	98	8.55%	23	3.72%	10	269
Public authorities and agencies	14.61%	39	38.20%	102	31.46%	84	8.61%	23	7.12%	19	267
Policy networks and initiatives	29.12%	76	32.95%	86	21.84%	57	4.60%	12	11.49%	30	261
Learners, parents, teachers, companies, etc.	1.63%	5	16.61%	51	39.41%	121	41.04%	126	1.30%	4	307
General public	14.23%	39	36.86%	101	28.83%	79	12.77%	35	7.30%	20	274
								Answered			325

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								Skipped	54
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6. How far do you feel that your event/activity, managed to...

	Not at all		To a small extent		To a high extent		To a very high extent		N/A or Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Motivate its target audience to take action?	0.93%	3	16.10%	52	49.85%	161	30.34%	98	2.79%	9	323
Improve the perceptions of VET of its target audience?	1.22%	4	12.84%	42	44.04%	144	38.53%	126	3.36%	11	327
									Answered		327
									Skipped		52

7. Have the financial and human resources for your event/activity been sufficient to achieve the event/activity's main objectives?

Answer Choices	Responses	
Yes	77.85%	253
No	12.31%	40
Don't know	8.62%	28
Please elaborate		63
	Answered	325
	Skipped	54

8. To what extent have you used the following tools/support available for the organisation of your event/activity?

	Not at all		To a small extent		To a moderate extent		To a high extent		Don't know/ I was not aware of this		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
Communications toolkit	7.52%	24	14.11%	45	31.03%	99	41.38%	132	5.96%	19	319
Media relations toolkit	14.01%	43	17.59%	54	35.18%	108	26.38%	81	6.84%	21	307
Social Media toolkit	8.60%	27	17.83%	56	25.48%	80	42.99%	135	5.10%	16	314
Visual style toolkit	11.71%	35	17.06%	51	27.09%	81	38.46%	115	5.69%	17	299
Ambassadors' toolkit	37.54%	113	21.26%	64	15.95%	48	6.31%	19	18.94%	57	301
Support from DG EMPL's	36.70%	109	19.53%	58	16.84%	50	9.09%	27	17.85%	53	297

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communications team														
											Answered	323		
											Skipped	56		

9. How familiar are you with the social media standards (i.e. key rules in terms of content, branding, privacy, referencing e.g. hashtags) that were available for the events and activities?

Answer Choices	Responses	
I used them for my event	66.87%	216
I am aware of their existence, but they were not for me	20.12%	65
I was not aware of them	12.38%	40
Can you give an example of the standards used?		48
	Answered	323
	Skipped	56

10. How important do you consider the following aspects of the EVSW?

	Not at all		To a small extent		To a high extent		To a very high extent		NA or Don't know		Total
	%	Count	%	Count	%	Count	%	Count	%	Count	
European communication campaign	0.96%	3	10.51%	33	42.99%	135	43.95%	138	1.59%	5	314
VET Excellence awards	2.24%	7	14.38%	45	37.38%	117	42.49%	133	3.51%	11	313
National, regional, and local events	0.95%	3	7.59%	24	31.33%	99	58.86%	186	1.27%	4	316
EU level events & activities	1.58%	5	12.97%	41	37.03%	117	45.57%	144	2.85%	9	316
EVSW Ambassadors	6.58%	20	25.99%	79	26.64%	81	21.05%	64	19.74%	60	304
Other, please specify	18.70%	23	4.07%	5	7.32%	9	12.20%	15	57.72%	71	123
Other (please specify)											20
									Answered		317
									Skipped		62

11. If you think about the different elements of the EVSW, how far do you think that...

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	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
The EVSW events/activities are attractive to attend	0.64%	2	12.42%	39	42.99%	135	38.54%	121	5.41%	17	314
The content of the communication is engaging	0.32%	1	16.93%	53	42.81%	134	34.19%	107	5.75%	18	313
The messages are credible and understandable	1.29%	4	9.00%	28	47.91%	149	37.94%	118	3.86%	12	311
The Ambassadors provide useful support	8.09%	25	20.06%	62	31.07%	96	14.24%	44	26.54%	82	309
The Excellence Awards raise the quality of the EVSW	2.61%	8	14.98%	46	35.83%	110	32.90%	101	13.68%	42	307
Other	16.67%	17	4.90%	5	8.82%	9	4.90%	5	64.71%	66	102
Other (please specify)											3
								Answered			315
								Skipped			64

12. How effective do you think the following communication channels are in reaching learners, their parents, and the public at large?

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
Facebook	0.64%	2	7.35%	23	34.82%	109	52.72%	165	4.47%	14	313
Twitter	6.23%	19	29.18%	89	27.87%	85	21.64%	66	15.08%	46	305
Instagram	1.95%	6	14.61%	45	31.49%	97	43.18%	133	8.77%	27	308
YouTube	2.26%	7	14.52%	45	37.10%	115	39.35%	122	6.77%	21	310
Other	10.74%	13	7.44%	9	9.92%	12	18.18%	22	53.72%	65	121
If other, please specify											36
								Answered			315
								Skipped			64

13. To what extent did the option of covering the costs of travel and accommodation influence the participants' decision to take part in the EU level events?

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Answer Choices	Responses	
Not at all	5.75%	18
To a small extent	6.71%	21
To a high extent	21.41%	67
To a very high extent	37.38%	117
I was not aware of this	12.46%	39
Don't know	16.29%	51
	Answered	313
	Skipped	66

14. How far do you think that the communication around the EVSW is successful in:

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
Improving the awareness of the EVSW, including the events, activities undertaken	0.96%	3	13.78%	43	44.55%	139	36.54%	114	4.17%	13	312
Improving the awareness of EU VET policy and themes	1.60%	5	18.91%	59	40.06%	125	33.01%	103	6.41%	20	312
Delivering messages and themes people can recall afterwards	2.56%	8	19.81%	62	38.66%	121	31.63%	99	7.35%	23	313
Stimulating business-education partnerships	2.90%	9	24.19%	75	36.45%	113	29.03%	90	7.42%	23	310
Increasing employers' participation in VET	3.56%	11	22.65%	70	38.83%	120	28.80%	89	6.15%	19	309
Improving the connection of the European VET agenda to local communities	1.92%	6	21.79%	68	40.71%	127	29.17%	91	6.41%	20	312
Inspiring policy development at local, regional, or national level	3.23%	10	21.61%	67	38.06%	118	28.71%	89	8.39%	26	310
									Answered		313
									Skipped		66

15. In terms of impacts, the EVSW also aims to change the thinking and behaviour among citizens and learners in the area of VET. Please indicate the extent to which the EVSW contributes to the following:

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
VET is considered more attractive than before	1.61%	5	20.58%	64	42.77%	133	30.87%	96	4.18%	13	311

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	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
VET is seen as an equal route to quality of life and employment	3.53%	11	24.68%	77	40.06%	125	27.56%	86	4.17%	13	312
VET is seen as important for continuous learning in Europe	2.89%	9	15.43%	48	43.09%	134	34.73%	108	3.86%	12	311
Citizens take VET more seriously in their learning choices	1.93%	6	23.47%	73	38.59%	120	29.58%	92	6.43%	20	311
Citizens continue to develop their skills to be ready for challenges like digitalisation of the workplace	3.53%	11	20.83%	65	37.18%	116	29.81%	93	8.65%	27	312
									Answered		312
									Skipped		67

16. What are the benefits of having central events and activities as well as national/regional and local? Please select all that apply.

Answer Choices	Responses	
I would not have organised an event without the central/EU-level activities	17.42%	54
Having central/EU-level events adds value to the national/regional and local events	74.52%	231
The central/EU-level events help reach a much broader audience	58.39%	181
It does not add value to the national/regional and local events	5.81%	18
Other (please specify)	5.16%	16
	Answered	310
	Skipped	69

17. Are there any aspects of the overall EVSW that should be improved in future editions? Please give us some examples

Answered	196
Skipped	183

18. Do you have any examples (e.g. events, specific communication activities, successful method to reach your target audience, coordination of activities) of good practices that could be showcased as case studies?

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Answered	170
Skipped	209

F.2. General survey

1. Please provide the name of your organisation.

Answer Choices	Responses	
Your name	98.10%	155
The name of your organisation	98.73%	156
	Answered	158
	Skipped	5

2. In which country are you based?

Answered	160
Skipped	3

3. Please indicate to which stakeholder group your organisation belongs.

Answer Choices	Responses	
Education and training providers	44.65%	71
Employers' organisations, business chambers, and trade unions	10.69%	17
Public authorities and agencies	23.27%	37
Policy networks and initiatives	5.03%	8
Learners, parents, teachers, and private companies	8.81%	14
General public	4.40%	7
Researchers	9.43%	15
Other (please specify)	14.47%	23
	Answered	159
	Skipped	4

4. How familiar are you with the following EVSW events and activities?

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	I have never heard of it		I heard of it		I took part in / engaged with it		I contributed to the organisation		NA or Don't know		Total
European communication campaign	13.55%	21	50.97%	79	27.10%	42	7.74%	12	3.23%	5	155
VET Excellence awards	5.84%	9	53.90%	83	37.01%	57	3.90%	6	1.95%	3	154
Associated events/activities at national, regional and local level	5.81%	9	38.06%	59	38.06%	59	22.58%	35	1.94%	3	155
EU level events & activities	7.10%	11	37.42%	58	48.39%	75	10.97%	17	1.29%	2	155
EVSW Ambassadors	15.23%	23	58.94%	89	17.88%	27	3.31%	5	6.62%	10	151
Other, please specify	12.20%	5	12.20%	5	9.76%	4	12.20%	5	56.10%	23	41
Other (please specify)											13
								Answered			160
								Skipped			3

5. Do you recognise the 'Discover Your Talent' brand?

Answer Choices	Responses	
Yes, I have already heard of it	70.00%	112
No, I have never heard of it before	21.25%	34
NA / I don't know	8.75%	14
	Answered	160
	Skipped	3

6. If you were involved in past EVSW events and activities, please indicate in which year and what was your involvement. Please select all that apply.

	Event organiser		Participant in an associated event/activity at national, regional and local level		Participant in a centrally organised EVSW event		Other (please specify)		Neither (not involved)		Total	
2016	19.54%	17	20.69%	18	32.18%	28	2.30%	2	36.78%	32	87	
2017	24.49%	24	23.47%	23	34.69%	34	2.04%	2	30.61%	30	98	
2018	28.04%	30	26.17%	28	41.12%	44	3.74%	4	22.43%	24	107	

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2019	30.15%	41	32.35%	44	40.44%	55	5.88%	8	14.71%	20	136
If selected Other, please describe here											13
									Answered	148	
									Skipped	15	

7. Please indicate how many events you have attended and/or organised over the years.

	1		2		3		4 or more		Total
Organised	29.89%	26	24.14%	21	16.09%	14	29.89%	26	87
Attended associated events/activities at national, regional and local level	26.04%	25	26.04%	25	14.58%	14	33.33%	32	96
Attended centrally organised EVSW events	38.30%	36	23.40%	22	18.09%	17	20.21%	19	94
Other (please specify)	80.00%	8	20.00%	2	0.00%	0	0.00%	0	10
Neither (not involved)	69.23%	9	15.38%	2	0.00%	0	15.38%	2	13
Other (please describe)									6
							Answered		146
							Skipped		17

8. If you think about the different elements of the EVSW with which you are familiar, how far do you think that...

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
The EVSW events/activities are attractive to attend	0.00%	0	7.64%	11	42.36%	61	43.06%	62	6.94%	10	144
The content of the communication is engaging	0.00%	0	9.22%	13	51.77%	73	32.62%	46	6.38%	9	141
The messages are credible and understandable	0.72%	1	7.97%	11	48.55%	67	38.41%	53	4.35%	6	138
The Ambassadors provide useful support	5.63%	8	19.01%	27	25.35%	36	18.31%	26	31.69%	45	142

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	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
The Excellence Awards raise the quality of the EVSW	0.00%	0	11.27%	16	39.44%	56	37.32%	53	11.97%	17	142
Other	25.00%	3	8.33%	1	8.33%	1	25.00%	3	33.33%	4	12
Other (please specify)											7
								Answered			147
								Skipped			16

9. How effective do you think the following communication channels are in reaching learners, their parents, and the public at large?

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
Facebook	1.36%	2	11.56%	17	42.18%	62	32.65%	48	12.24%	18	147
Twitter	4.90%	7	24.48%	35	32.87%	47	18.88%	27	18.88%	27	143
Instagram	2.76%	4	16.55%	24	25.52%	37	37.24%	54	17.93%	26	145
YouTube	0.69%	1	14.58%	21	36.11%	52	33.33%	48	15.28%	22	144
Other	3.23%	1	0.00%	0	25.81%	8	38.71%	12	32.26%	10	31
If other, please specify											19
								Answered			148
								Skipped			15

10. How far do you feel that the EVSW has managed to...

	Not at all		To a small extent		To a high extent		To a very high extent		N/A or Don't know		Total
Motivate you to take action?	1.45%	2	18.84%	26	39.13%	54	34.06%	47	6.52%	9	138
Improve your perceptions of VET?	2.14%	3	14.29%	20	41.43%	58	36.43%	51	5.71%	8	140
								Answered			141
								Skipped			22

11. How far do you think that the communication around the EVSW is successful in:

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	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
Improving the awareness of the EVSW, including the events, activities undertaken	0.00%	0	14.39%	20	51.08%	71	30.22%	42	4.32%	6	139
Improving the awareness of EU VET policy and themes	0.71%	1	16.31%	23	51.77%	73	26.24%	37	4.96%	7	141
Delivering messages and themes people can recall afterwards	2.11%	3	18.31%	26	47.18%	67	23.94%	34	8.45%	12	142
Stimulating business-education partnerships	1.43%	2	27.14%	38	37.14%	52	21.43%	30	12.86%	18	140
Increasing employers' participation in VET	0.00%	0	32.14%	45	33.57%	47	22.14%	31	12.14%	17	140
Improving the connection of the European VET agenda to local communities	1.42%	2	24.82%	35	39.01%	55	25.53%	36	9.22%	13	141
Inspiring policy development at local, regional, or national level	1.43%	2	26.43%	37	40.71%	57	22.14%	31	9.29%	13	140
								Answered			144
								Skipped			19

12. Please indicate to what extent do you agree with the following statements. As a result of the EVSW...

	Not at all		To a small extent		To a high extent		To a very high extent		Don't know		Total
... I consider VET more attractive than before	4.26%	6	17.73%	25	43.97%	62	25.53%	36	8.51%	12	141
... I see VET as an equal route to quality of life and employment	1.43%	2	13.57%	19	50.00%	70	31.43%	44	3.57%	5	140
... I see VET as important for continuous learning in Europe	1.42%	2	7.80%	11	39.72%	56	47.52%	67	3.55%	5	141
... citizens take VET more seriously in	1.44%	2	28.06%	39	42.45%	59	17.99%	25	10.07%	14	139

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their learning choices											
... citizens continue to develop their skills to be ready for challenges such as digitalisation of the workplace	0.71%	1	22.86%	32	40.71%	57	25.71%	36	10.00%	14	140
								Answered		143	
								Skipped		20	

13. Are there any aspects of the EVSW that should be improved in future editions? Please give us some examples

Answered	80
Skipped	83

14. Do you have any examples (e.g. events, specific communication activities, successful method to reach your target audience, coordination of activities) of good practices that could be showcased as case studies?

Answered	66
Skipped	97

Appendix G Case studies

G.1. Making use of the EVSW brand in the FOSS4SMEs project

G.1.1. Introduction

The objective of the FOSS4SMEs project was to equip small and medium sized companies (SMEs) with the knowledge and skill to take advantage of modern IT manufacturing technologies (such as 3D printing) despite their limited capacity and resources by training them on free and open source software. The project was implemented by a consortium under the lead of Atlantis Engineering S.A., a maintenance and asset management consultancy based in Greece and founding member of the European Digital Learning Network Association. The other organisations in the consortium were:

- European Digital Learning (Dlearn) (IT): a non-profit association that promotes digital skills fostering social fairness including higher employability
- OpenForum Europe (UK): an independent thinktank promoting the use of free and open source software
- Dublin Institute of Technology (IR): an Irish university that ranks among the world's leading schools of computing
- Free Software Foundation Europe (DE): a charity that supports the use of control technology
- University of Skovde (SE): a Swedish university specialised in the development and use of advanced information technology systems and models.

The project was scheduled to be implemented from October 2017 until September 2019 and involved two events linked to EVSW taking place in 2017 and 2018. A third event was also planned for the 2019 EVSW edition, but it was not realised as part of the EVSW in the end.

G.1.2. Implementation of the events

The events were organised under the direct lead of Atlantis Engineering S.A. collaborating closely with the other consortium members of FOSS4SMEs, the European Digital Learning Network Association and VET in Europe that supported the events through networking, the creation of training manuals and the provision of a digital network platform.

The first event was the project's kick-off event, which took place in Thessaloniki (GR) on the back of the annual REFERNET meeting on the 16th November 2017. The project kick-off event targeted the wider public through a series of presentations, open discussions followed by one-to-one sessions. Using the opportunities, the links to the REFERNET meeting offered – the annual event had a strong online presence and its own networking channels (Facebook, websites, blogs) - the FOSS4SMEs project managed to engage a broad range of stakeholders well beyond those directly involved in the project. This additional feedback was very valuable and helped improve the project's activities.

The second project-related event registered as part of the EVSW 2018 involved a 'demo day' and an online webinar a month afterwards. They were aimed at providing training for the Free and Open Software (FOSS), and participants were invited to explore the developed software and provide feedback on it. Both parts of the event – the 'demo day' and the online webinar

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- were prepared in close collaboration with VET stakeholders from across Europe and involved in-depth discussion with trainers and teachers, and students and experts with backgrounds in different training methodologies. The 'demo day' took place at the VET in Europe training centre in Thessaloniki on the 15th October 2018, using their existing infrastructure. The demo-day was specifically targeted at VET learners, teachers and coaches. The communication prior to the event benefitted from the project partners' existing network and channels, including Twitter, Facebook, company newsletters and technology clusters. The online webinar targeted a more international audience, and the webinar was made available in four different languages: Greece, English, German and Italian.

Plans for a third EVSW registered event in 2019 had to be abandoned, although the final project results were eventually presented to wider audiences in October 2019. This final event was not linked to the EVSW.

G.1.3. Level of interaction with DG EMPL and the central EVSW

While the webinar was designed to reach a Europe-wide audience, both other events were targeted at the regional level. They were organised largely independent from and with little interaction with the centrally organised EVSW that took place in Brussels and Vienna in those two years. The association with the EVSW however, provided benefits for the organisers. Using the brand and the existing communication platforms, further to the promotional materials available for EVSW-associated event organisers, all added critical credibility and increased visibility of the events.

G.1.4. Results and outcomes

The EVSW-associated activities and events of the FOSS4SMEs project are deemed overwhelmingly positive by the organisers. Though there were no specific target numbers set for the events, both of them met or even exceeded the organisers' expectations in terms of the results yielded and the audience reached. The kick-off event aimed at a broader audience engaged not only SMEs and IT specialists, but in 2017 due to the REFERNET meeting, also a large number of public institutions. An important success factor highlighted by the organisers was the informal tone and setup of the event, which encouraged sharing personal experiences as well as professional expectations and suggestions for improvements. The guided exchange of information provided the organisers with valuable feedback about best practice and how they could improve their services.

Addressing a much narrower group of stakeholders, the 2018 demo-day was very well attended by its targeted audience including companies, coaches and trainers. The demonstration day and webinar were both met with an overwhelmingly positive perception. The feedback received after the event confirmed that the activities in 2018 were successful in promoting a positive perception of the VET with its core audience and in motivating them to take actions. The hands-on training for the software strengthened participants' confidence and enabled the fostering of further collaboration among them. The organisers feel very confident that there was a boost in the usage of smart IT production techniques on local and regional level as a direct result of the event. Encouraged by their success so far, there were plans put in place to launch a nationwide online event involving multiple Greek cities in 2020. The planning for the event has already started but it had to be put on hold following the closing of educational facilities due to the COVID-19 crisis. Currently, the nationwide event is expected to take place in May or September 2021.

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G.1.5. Conclusion and recommendations

The promotion the FOSS4SMEs project linked to EVSW has been successful both in terms of the audience reached and the impact achieved according to the organisers. Reflecting on the type and scale of the impact, the organisers concluded that the support from the EVSW was not conditional for the realisation of either of the events, but it increased their effectiveness, outreach and impact through the association with a well-established European brand. Being a registered EVSW-associated event had a 'multiplier effect' on the organisers' effort. Most importantly, the association with the EVSW served as a 'seal of quality' adding strong credibility to the events. Future events can be even more effective, if they are supported by an intensive communication campaign promoting the merits of vocational education and training, preferably on the national level with a stronger presence in the mass media.

G.2. EVSW leading to increased internationalisation efforts: Municipality of Lisbon

Lisbon's Department of Development and Training provides an interesting case study for broader impacts of the EVSW on individual organisations. While one specific event will serve as an illustration, the case study emphasises the ongoing organisational change the EVSW has inspired.

G.2.1. Introduction

The Municipality of Lisbon – currently an employer of about 8,000 people – is an important provider of VET and Adult education in Portugal. The Municipality of Lisbon's Department of Development and Training provides more than 100 VET courses and organises a large variety of VET related events and activities, ranging from conferences, open doors events or workshops to training sessions. The department hosts more than 250 interns per year at a national level, either through curricular internships or professional ones. For this, the department closely collaborates with the Portuguese Institute for Employment. Additionally, the department hosts more than 40 international students per year through its participation in the Erasmus+ programme. The department offers extensive course catalogues to both municipality staff³⁰ (from Lisbon as well as other municipalities) and the general public³¹. The topical areas of these courses are wide-ranging, including Law, ICT, gardening and metallurgy. Moreover, the Department of Development and Training is a member of the Erasmus al Sud consortium, and is part of the European VET mobility network *Xarxa Formació Professional*.

G.2.2. Implementation of the event

Every two years, the Municipality of Lisbon organises the *Encontro de Quadros da CML* a two-day conference for all staff of the Municipality of Lisbon, to facilitate the exchange of experiences of vocational training and adult learning classes and to present best practice

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https://www.lisboa.pt/fileadmin/municipio/organizacao/recursos_humanos/PLANO_FORMACAO_INTERNO_2019_FINAL.pdf

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https://www.lisboa.pt/fileadmin/municipio/organizacao/recursos_humanos/PLANO_FORMACAO_INTERNO_2019_FINAL.pdf

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examples. The objective of the event is the promotion of knowledge and to help better define clear intervention strategies across the various organisations involved in the municipality which are delivering services. Moreover, the event aims to increase the visibility of VET and the work of the department both within the Municipality of Lisbon as well as other municipalities all across Portugal. Since its first edition in 2009, this conference has grown and opened to include staff from municipalities all over Portugal. Starting in 2017, after learning about and participating in the central events of the EVSW, the Department of Development and Training decided to register their bi-annual conference for their employees with the EVSW and aspired to increase the reach of this event to other relevant VET stakeholders on a national and regional level.

The last iteration of the event took place on the 22nd and 23rd November 2017³², involved more than 30 speakers and had 350 participants. The closing of the event was accompanied by addresses from both the Mayor of Lisbon as well as Portugal's Secretary of State for Innovation and Administrative Modernisation.

The conference was organised around eight panels, with topics ranging across mobility and accessibility, organisational and economic innovation, housing and public space, and brands and products. The conference programme³³ also included workshops, posters, on-site visits³⁴ and videos shown at the conference location, ranging from innovation in regional governance to low-carbon transport solution to cruise destination cities.

The topics discussed included the quality assurance of the IVET and CVET training provided and their certifications, but also topics such as the inclusion of migrant workers in the training and the workforce of the municipality as well as how training could become more digital. Because employees of the municipality often have primary education, upskilling and reskilling were important topics, as well.

The event targeted both the internal staff of the municipality as well as representatives from other municipalities. Both the internal staff – workers of the municipality and teachers and trainers – as well as members from other Portuguese municipalities came to present their work, share best practices and to learn from each other. While the event was not geared towards the general public per se, it was open to their attendance.

To promote the event, the Department of Development used a broad variety of channels. To reach internal staff, the event was advertised via the Municipality's intranet as well as their internal Yammer, since the organisers wanted to ensure that every staff member received an invitation. For the external partners, the event organiser relied on announcing the event on the

³² The event did not take place in 2019, the organiser cited a lack of organisational capacities and unforeseen circumstances as reasons, but emphasised the Department's strong intention to have the next edition in 2021, since the COVID-2019 crisis prevented the organisation of the event in 2020

³³ The event agenda is available here:

http://www.gebalis.pt/SiteCollectionDocuments/Moradores/Noticias/2017/Programa_encontro%20de%20quadros.pdf

³⁴ Including the Energy and Environment Agency of Lisbon, E-Nova, and a Monsanto Forest Park apiary.

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Municipality's website, while also having their partner organisations and municipalities promote the event via their own channels and promoting it through the EPALÉ-platform.

G.2.3. Level of interaction with the central EVSW

Having attended the first edition of EVSW, the Director of the Department started to urge staff to register their activities – from training sessions to other events – in the EVSW's database. The main motivation was to increase the visibility of their events to an interested international audience.

Regarding activities promoting the EVSW more broadly, the organisers also reported making frequent use of promotional material provided by DG EMPL in many of their organised activities. They provide training, and course attendees with EVSW branded T-Shirts, disseminate flyers and put up posters, which they order from DG EMPL depending on the event size. According to the organisers, they also occasionally use the hashtags when promoting their activities. The organisers felt well supported by DG EMPL, viewing them as responsive and readily providing both information as well as promotional materials. However, the location and timing of the central EVSW did not have immediate consequences for the event according to the organisers.

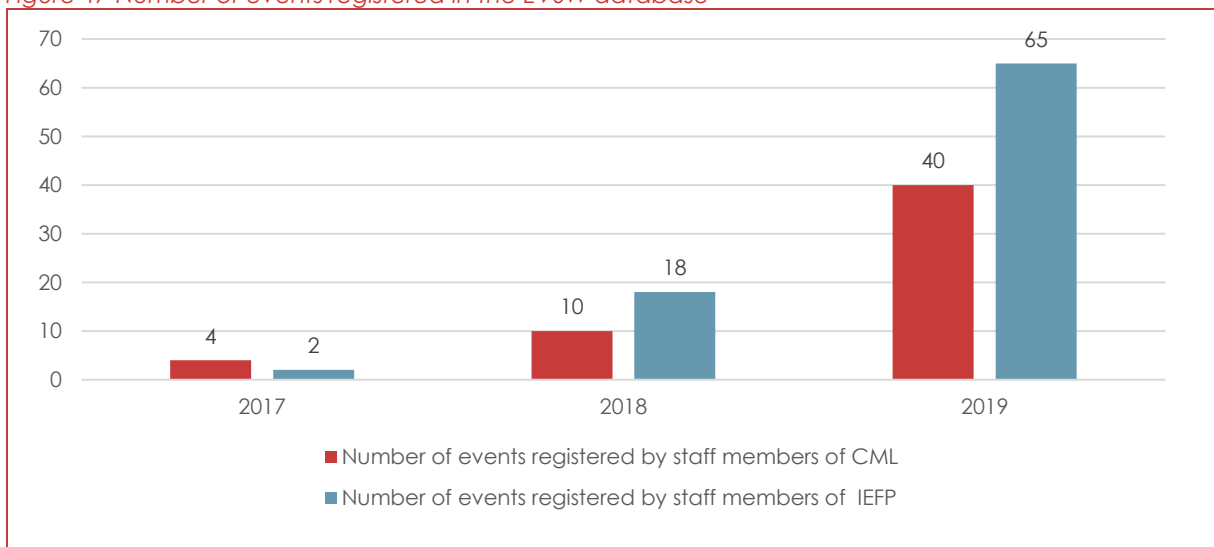
G.2.4. Results and outcomes

The Department reported effects both on the bi-annual conference and on the organisation itself. At the event level, prior to the EVSW, the event was mostly focused on target groups within the Municipality of Lisbon. While there was organic growth of the meeting over the years, the EVSW was seen as a major inspiration to become more ambitious, to engage more with national and international communities and to put more focus on communication activities. The Department started to disseminate their activities across a wider range of outlets, from Facebook, to Twitter and LinkedIn and this way communicated their activities more widely.

At the organisational level, initially, only two employees of the departments registered events in the EVSW database, but over the course of the years, this number has greatly increased. The organisers reported a concerted effort to register training and other activities in the EVSW database that has been ongoing since 2017. In organisational meetings, event coordinators are frequently reminded and urged to register their events. These efforts are mirrored in the EVSW's database: Taking into account only events that have been organised by members of the Municipality, there has been a marked increase in registered events in recent years, starting at four events in 2017, growing to 10 events in 2018 with 2019 having 40 registered events. The same development can be seen in the development of registrations by members of the Portuguese Institute for Employment, which started out at two registrations in 2017, growing to 18 in 2018, with 65 events registered in 2019 (see figure below). Given the close collaboration between the two organisations and the Department's efforts to increase event registrations, these numbers suggest an effect on the Portuguese Institute of Employment as well.

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Figure 47 Number of events registered in the EVSW database



Source: EVSW database

In the 2019 edition of the EVSW a prize draw was introduced, the winners of which were given the opportunity to participate in the EVSW's meetings, events, and activities. One of the winners of the prize draw was an event of the Lisbon gardening school, which gave the person responsible for the registration the possibility to participate in the week. The winners of the prize draw were also mentioned in a newsletter published on the EVSW's website³⁵, indicating increased international visibility. In the same line, in 2018, the Development and Training Department submitted their pledge and were accepted into the Alliance for Apprenticeships, which further increases their connection to other VET providers in Europe. The organiser also reported an increased interest from organisations from other countries, going well beyond the boundaries of the European Union. For instance, groups from Turkey, Israel and South Korea approached the department to exchange their experiences.

Another effect the organisers reported was an increased demand for training related to international exchange. For instance, the Department had to increase its offer of English language courses for its staff members, including municipality staff at management level. Moreover, the organisers reported an increased demand for courses on presentation software such as PowerPoint or Prezi.

G.2.5. Lessons learned / conclusions

This case study shows that involvement in the EVSW was essential in motivating the Department of Development and Training to open up and connect more to the international VET and adult learning community. Seeing the organisational effort going into the EVSW inspired them to significantly increase their own communication endeavours and become more ambitious in the organisation of the event, aiming to include a broader range of stakeholders and to communicate the event as broadly as possible. As mentioned above, these measures have

³⁵ <https://informacoeseeservicos.lisboa.pt/contactos/diretorio-da-cidade/escola-de-jardinagem-e-de-calceteiros>

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led to a closer interaction with the EVSW, for instance through the prize draw. However, the case study also suggests that, while the Municipality also offers training to external people, the strong focus of their communication towards their own employees is potentially limiting the reach of the activities to some degree.

Another important conclusion can be drawn in relation to change within the organisation itself. While there were only a few people familiar with the EVSW in the beginning, their efforts over time have led to a higher awareness of the EVSW and an increased demand for skills necessary to engage with the international community, e.g. language courses, courses on presentation techniques and software, as well as other ICT related skills.

Therefore, a main conclusion of this case study is the contribution of the EVSW to the strengthening of the European and international VET community. For the case study at hand, the EVSW served as a best practice example, inspiring a regional administrative body to increase its ambition and take active measures to increase its visibility in the European area. At the same time, this increased ambition also led to a closer national integration, with the CML staff meeting opening up to include actors from across Portugal to meet and exchange experiences.

G.3. ProtoiFest and Qualifications Day in Catalonia

G.3.1. Introduction

The [Generalitat de Catalunya](#) is the institutional system within which the self-government of Catalonia is politically organised. It comprises the Parliament of Catalonia, the Executive Council, as well as the President of the Generalitat of Catalonia. The General Directorate of Initial Vocational Training and Special Regime Education (DGFPIERE) is part of Catalonia's Department of Education. Apart from the organisation of the curriculum of initial professional training its tasks include the promotion of the general plan for vocational training in Catalonia as well as the promotion of actions to facilitate the integration of vocational training.³⁶

DGFPIERE participates in various European educational projects for innovation and the improvement of the quality of initial vocational training. This case study focuses on two EVSW-associated events, which were considered especially successful by their organisers:

- ProtoiFest (Barcelona, 5th November 2019)
- XVII Qualification Day (*Jornada de Qualitat a l'Ensenyament*) (Barcelona, 7th November 2019)

These events present two interesting initiatives at very different levels of maturity, since ProtoiFest took place for the first time in 2019, by when the Qualification Day was already in its 17th edition.

G.3.2. Implementation of the events

ProtoiFest was organised by DGFPIERE in cooperation with MOB (Makers of Barcelona), a creative hub, operating co-working spaces and aimed at Start-Ups and young entrepreneurs.

³⁶ http://sac.gencat.cat/sacgencat/AppJava/organisme_fitxa.jsp?codi=11387

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It was part of a series of events promoted by the Department of Education General Directorate of Initial Vocational Training and Special Regime Education (GDFFP), with the aim of highlighting the importance of an entrepreneurial and innovative culture among students and VET teachers. The main reason for the organisation of this event was a perceived lack of knowledge about rapid prototyping among VET students. Consequently, this one-day event was focused on improving students' skills and knowledge regarding prototyping. The event provided an opportunity to introduce students to design-thinking methodology, by leading them through the steps from the inception phase to a prototype.

Since the organisers had to balance limited space with broad participation and free attendance, the event was advertised at VET schools throughout Catalonia and included a selection procedure. Each school could nominate three students to participate, plus three replacement candidates. From the list of applicants – there was a significant interest with thousands of applications received - the organisers had to select the final 200 participants with 140 students and 60 teachers in total. Participants were then divided into 30 student and four teacher groups. The student group composition was formed with disciplinary diversity in mind, to facilitate the completion of a prototyping cycle within a day.

ProtoiFest was funded by the European Social Fund with roughly EUR15,000, which covered MOB's fees for organising the event.

Figure 48 ProtoiFest



Source: Escola del Treball Vocational Training School via [Twitter](#)

Qualification Day was organised by the [Quality and Continuous Improvement Project](#) (*Projecte de qualitat i millora continua, PQIMC*), which is a subsidiary of DGFPIERE and organised in two programmes:

- The Quality Assurance Programme aims to improve educational outcomes and social cohesion in schools, as well as to ensure the trust of stakeholders, through the implementation of quality management systems based on the ISO 9001 standard

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- The Excellence Programme aims to help achieve improvement in all areas and processes of schools, through the implementation of quality management systems based on the European model of excellence (EFQM) adapted to the education sector

Consequently, Qualification Day was aimed more at VET teachers and staff of VET training centres from all over Catalonia and had three main objectives:

- To recognise the Catalan educational service centres that have obtained ISO 9001 certification and have been evaluated according to the model of excellence in e2cat management, through the awarding of diplomas
- To highlight the importance of talent management for all organisations and in particular for educational centres
- To exchange and share good educational and management practices

Qualification Day is the PQIMC's most important event of the year, focusing on one specific topic every iteration. The 2019 edition of the event focussed on the importance of talent management. The objectives outlined above structured Qualification Day, which was held in a hotel in Barcelona since it provided enough space for the 750 attendees. The event lasted from 8.30 to 14.00, with its core elements being the awarding of diplomas to VET centres for having obtained ISO9001 certification, two talks by VET experts and the World Café event, which comprised 53 tables and provided attendees with the opportunities to exchange and share experiences on best practices. The topics discussed at these tables were determined by three factors: (1) by the attendees themselves through a survey sent out by the organisers, (2) by the proposals submitted by the chairperson of each table, and (3) by other events and activities of PQIMC.

PQIMC is very careful to communicate the event adequately: In addition to a monthly newsletter, which advertises Qualification Day well in advance, the organisers also make heavy use of social media to disseminate the event as widely as possible. While no exact figures were provided on engagement via social media, it was very easy to find documentation of the event via PQIMC's Twitter account, indicating successful communication efforts.

Funding for the event came from the European Social Fund and was roughly EUR17,000, with technical support and rental costs for the venue accounting for the main part of the costs, though a detailed breakdown of the budget was not available.

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Figure 49 Impressions from Qualification Day



Source: Quality and Continuous Improvement Project via [Twitter](#)

G.3.3. Level of interaction with the central EVSW

The ProtoiFest organisers reported having registered the event in the EVSW database only after they had been approached via email. This, according to the organisers was the only interaction with the EVSW. Hence, neither location nor timing of the EVSW played a role in the organisation of ProtoiFest.

Since the organisation of Qualification Day precedes the EVSW, neither the timing nor the location of the central EVSW events were particularly consequential to the event according to the organisers. Registration occurred primarily to increase the visibility of Qualification Day. This is also reflected in the fact that there was no specific support provided by DG EMPL.

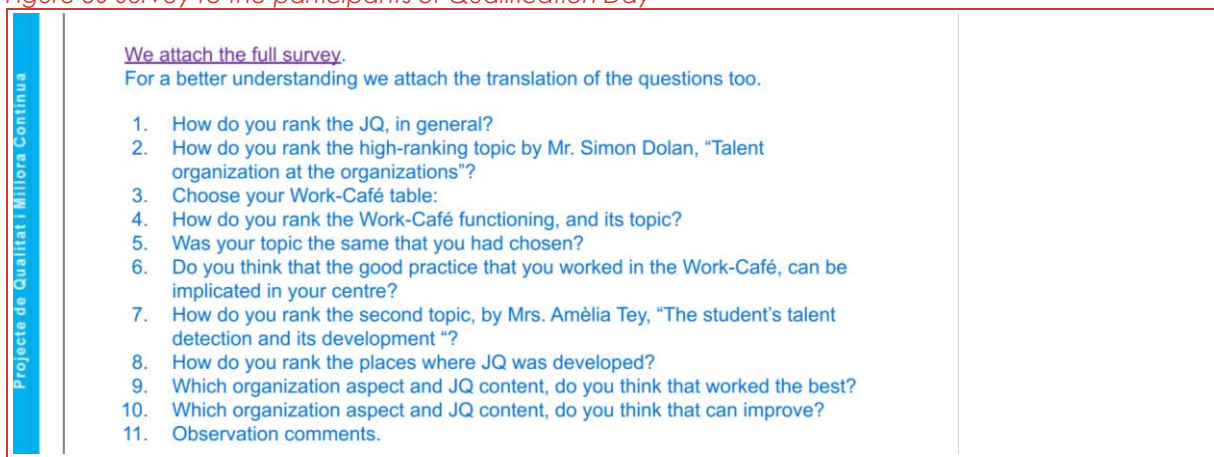
G.3.4. Results and outcomes

The organisers of ProtoiFest, considered their event very successful and reported having reached all their target groups equally, since all VET centres in Catalonia could be reached directly. While there was no centralised effort to promote ProtoiFest via social media (and hence there are no official numbers on audience engagement available), a Twitter search for the term 'ProtoiFest' resulted in numerous posts by participating centres and people. Moreover, participants of the event were also invited to a follow-up event in December called [24h of Innovation Barcelona](#), which applied prototyping and design thinking to challenges submitted by companies beforehand. The organisers reported having been very successful in approaching these companies especially because they could refer to the success of ProtoiFest. Moreover, the organisers were highly motivated to increase the reach of the event in subsequent editions and are considering expanding it beyond Catalonia.

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The organisers of Qualification Day are, overall, very happy with the results and outcomes of the event, which, on the one hand is due to the number of participants. However, the organisers also have a robust evaluation procedure in place during the event. At the end of Qualification Day, all participants receive a link to an online survey regarding their satisfaction with the different elements of the event (See Figure 50 below). The individual speakers at the World Café tables also provide feedback to the organizers to further improve the event.

Figure 50 Survey to the participants of Qualification Day



Source: PQIMC

The results of this survey suggest a high level of satisfaction with the event among its participants, validating the organisers' perception that the event's objectives were met. An important factor identified by the organisers was the opportunity for VET professionals across Catalonia to exchange their experiences.

G.3.5. Lessons learned / Conclusions

The importance of good organisation became apparent in this case study. This organisation could either develop organically over numerous iterations, as seen in the case of Qualification Day, or through the delegation to professional service providers in the case of ProtoiFest.

Both events were able to address the needs of their target audiences, with ProtoiFest providing more visibility and awareness of the importance of prototyping, and Qualification Day enabling exchanges by VET professionals about their experiences and best practices. The various activities of both events were able to meet the stated objectives well. Given the very specialised nature of both events and the type of target audience, the perception of VET amongst the attendees was already very high.

While the organisers of Qualification Day were very confident in the procedures they have put in place over the years to ensure the event's lasting success, the organisers of ProtoiFest were especially enthusiastic about the prospect of being able to connect to similar initiatives across the rest of Europe. Both organising teams mentioned having very little connection with the central EVSW events, but they explicitly voiced a strong interest in engaging more with the EVSW in upcoming editions.

G.4. Greek OAED VET schools promoting VET skills with activities such as a fashion show or skills competitions

The [Greek Employment Service OAED](#) (ΟΡΓΑΝΙΣΜΟΣ ΑΠΑΣΧΟΛΗΣΗΣ ΕΡΓΑΤΙΚΟΥ ΔΥΝΑΜΙΚΟΥ) is the public authority and central body managing active and passive labour market policies ³⁷in Greece. Active Labour Market Policies cover areas including, promoting employment and vocational training for both unemployed and employed people as well as initial vocational education combined with on-the-job training (Apprenticeship system). The OAED is tasked with overseeing 50 VET schools and 30 VET institutes in Greece and with promoting the schools and VET as a choice for education through events or information campaigns in general. Information campaigns (e.g. radio, TV, metro stations etc) or social media campaigns usually take place during summertime when young people enrol in schools or universities.

G.4.1. Introduction

This case study focuses on three events that were registered on the EVSW online platform that the organisers considered successful:

- A 2-day event including a fashion show organised by various schools and organisations (Thessaloniki, 24th – 25th May 2018)
- A skills competition for VET bakery / pastry students (Athens, 16th May 2019)
- The conference “The future of car mechanics in Greece” (Thessaloniki, 12th December 2019)

The events were mainly organised by different OAED VET schools and institutes. They all shared the objective of giving VET students a stage to show their skills and thus contribute to the overall EVSW goal of highlighting the attractiveness of VET. Additionally, the events aimed to persuade stakeholders and ultimately citizens, over time, to take VET more seriously in the learning choices they make, to get more employers on board in becoming engaged in vocational education and training and to stimulate business-education partnerships. The events were mostly organised for the VET students of the organising schools, for youths and parents interested in enrolling in a VET school and for local employers. National audiences attended as well, e.g. policy makers.

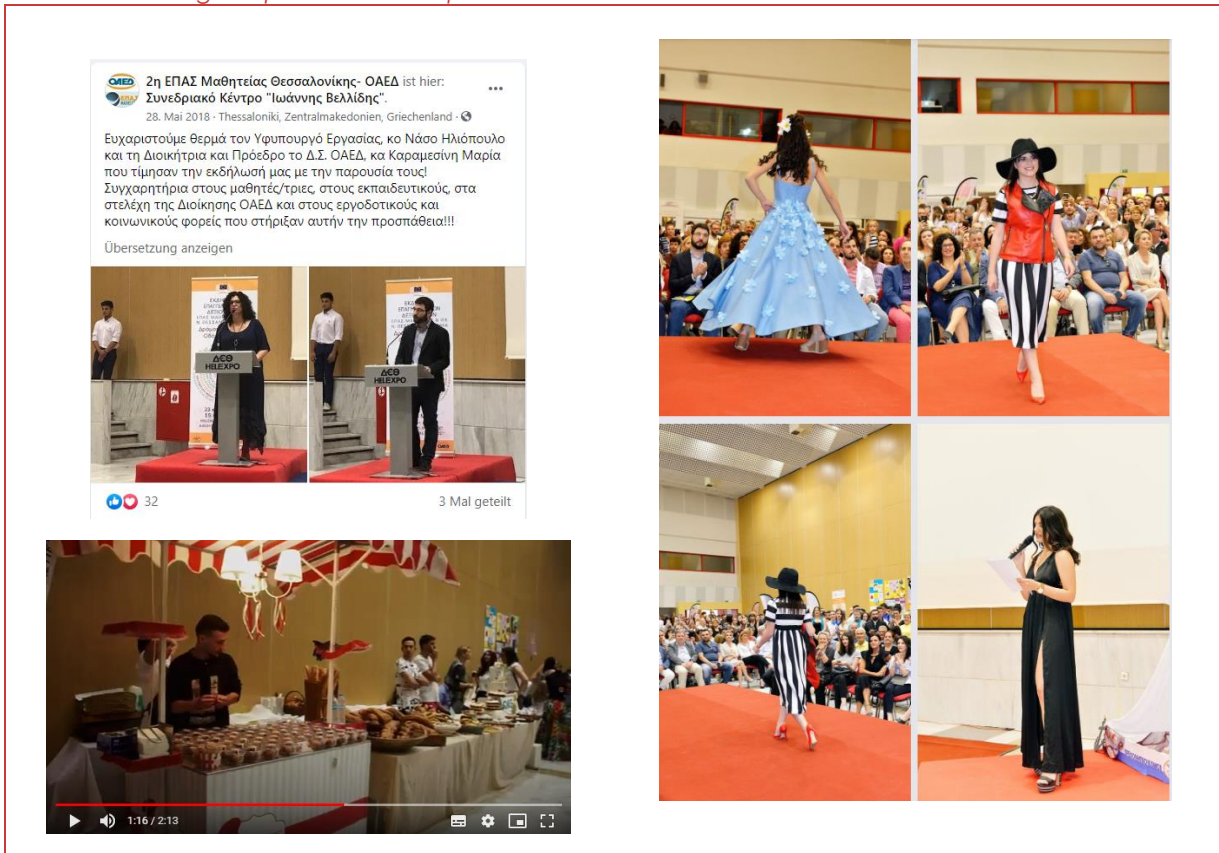
G.4.2. Implementation of the event

For the Fashion Show in Thessaloniki (24th to 25th May 2018), four OAED VET schools and two (1st EPAS Thessaloniki, 2nd EPAS Thessaloniki, EPAS OREOKASTRO, EPAS LAKKIAS, IEK Thessaloniki and IEK Oreokastro (Vocational Institutes) joined forces to give VET students from various professions a stage to present their skills (main objective). The VET students of the textile industry organised the fashion show, but there were also Beauticians who offered cosmetics, perfumes, and soaps they had produced and car mechanics demonstrating their skills. The event took place in the largest conference hall available in the city of Thessaloniki (Conference Centre “Ioannis Bellidis”). On the second day chefs and bakers presented their work to professionals of the sector, who rated their skills.

³⁷ E.g. income replacements.

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Figure 51 Speakers at the Fashion Show event featuring the EVSW logo; VET students from the textile industry presenting home-made dresses to the audiences and video featuring the event showing the presentation of pastries



Source: Facebook and OAED.

The skills competition (16th of May 2019) that took place in Athens was organised by the EPAS OAED Galatsi Apprenticeship School focussing on the profession of Bakery-Pastry. The event aimed to enhance the attractiveness of the dual system to VET stakeholders, chambers of commerce and industry, and sector-specific employers' associations. The president and vice-president of The Bakers' Association of Athens and Pireas attended the event and admired the creations (food/pastries) of the apprentices. Awards were given by employers' representatives and school principals, recognising the best efforts in bakery/pastry. Students also participated in a music festival during the closure of the event. In the view of the organisers, publicity events contribute to the promotion of VET at local level. Sponsors were also present and encouraged the apprentices' efforts and supported the Apprenticeship System.

For the events above, the main target audiences were on the one hand, young people aged 16-23 years and their families, both VET students and those youths wishing to enrol in vocational education and training and enter the labour market, and on the other hand the chambers, sector-specific employers' associations, enterprises and municipalities. It was intended to be an event to bring the local VET community together and was mainly focussed on initial VET participants or stakeholders.

To reach the target audiences, OAED relies on its Career Offices at the VET schools that enhance cooperation with employers and social partners at a local level. Moreover, an annual discussion takes place with the above stakeholders for the selection of specialties to be taught

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(professions) during the following school year. Among VET students and youths, events are advertised by word of mouth. Apprentices inform their friends and relatives about the advantages of a dual apprenticeship system. The organising VET schools send invitations by e-mail to employers, social partners and other VET stakeholders. They also use social media to inform young people about the events.

The budget for the events varies. For the 2-day fashion show in Thessaloniki for example, each organising school was funded by OAED with EUR500 adding up to a total amount of EUR3,000. Several companies that offer apprenticeship positions sponsored the event by offering materials or equipment.

Another interesting event registered was the conference on **“The future of car mechanics in Greece” (12th December 2019)** organised by 1st EPAS Thessaloniki with the participation of local VET stakeholders, car mechanic employers' associations and the research students' team from Aristotle University of Thessaloniki, named 'Racing Team Electric-Aristotle'. The thematic event that took place at 1st EPAS school premises aimed to focus on the future of the car mechanic profession in Greece and the latest technological developments. The Racing Team Electric-Aristotle presented the design and construction of electric racing cars and their participation in international racing competition Formula Student. The apprentices had the opportunity to become informed about the latest technological innovations for car mechanics. The conference provided information on the current job opportunities for the 85 attending EPAS graduates in car mechanics and the perspectives of the profession regarding the future.

G.4.3. Level of interaction with the central EVSW

The OAED informs the organising schools about all the information available on the EVSW website regarding the organisation of events (invitation, agenda, logos, communication channels, etc.). Since the schools are the organising entities, it is up to them to implement the information provided. Videos of the events show, for example, the use of the EVSW logo.

Since schools only use the EVSW logo (see Figure 51) and the relevant EVSW hash tags for their social media posts, neither the timing of the EVSW campaign nor the location of the central events had consequences for the events organised.

In 2017, Angeliki Fillipidou, 2nd EPAS Thessaloniki Principal, won the EVSW AWARD in the “VET teachers” category and the OAED Apprenticeship system was also presented during other events registered with the EVSW in Rome, June 2018. However, there was no direct connection to the events featured within this case study.

G.4.4. Results and outcomes

In the view of the OAED, the three publicity events reached their target audience. The “fashion show” especially was considered a success as approximately 450 people attended from various target groups (see Table 1). The most important communication channels were the OAED Career Offices at the VET schools, email invitations to VET stakeholders by the schools and, to reach youths, word of mouth. Moreover, the Thessaloniki event's invitation and agenda were announced on the Vocational Chamber of Thessaloniki's website.

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Table 1 Participants in OAED events featured

Participants (confirmed by interview)	Award-giving competition (Athens, 2019)	Conference on the future of car mechanics in Greece (Thessaloniki, 2019)	Fashion Show (Thessaloniki, 2018)
Overall	180	150	450
Employees / workers			50
Enterprises / employers	20	25	50
Parents and families			50
Professional organisations		40	25
Pupils / learners in general education	30		50
Teachers / trainers			40
Vocational students	60	85	65
Young people in general including apprentices			120

Source: interview.

The events resulted in photos and videos being shared and published on social media, in particular Facebook. For example, for one of the organising schools, the respective Facebook photo album was shared about 15 times and received about 90 likes overall and several comments.³⁸ For some of the related posts, the school also used #DiscoverYourTalent and #EUVocationalSkills.

The organisers found the target groups to have been reached equally. In general, there remains much work to do in order to improve the attractiveness of VET for young people in Greece. However, there is also the matter of changing the view of parents concerning the career pathway of their children.

G.4.5. Lessons learned / conclusions

The case study presents a variety of OAED events organised in Athens and Thessaloniki including a “fashion show”, skills competition and conferences. In the view of the organisers, the events reached the target audiences and were greatly appreciated by participants. The EVSW brand was featured both in the events and partly in subsequent social media posts. The events were assessed to have been effective in improving the perception of VET, in particular the “fashion show” which provided very good impressions and materials among the target groups and attracted national policy makers as well as representatives from industry. The OAED regularly relies on this and other activities in order to promote VET as a good choice for education, often around summer as this is the time when students choose different educational routes. The events also attracted the broader population such as parents and relatives of students.

Although the events were considered successful at a local level, organisers could imagine strengthening their visibility at a national level. An avenue for improvement could be to bring

³⁸ See <https://www.facebook.com/media/set/?set=a.1554956917945978&type=3>.

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together the different local events into a national VET skills competition to gain more publicity for VET overall. Additionally, it seems that registering events works best if done by the OAED as a national coordinator of events, while schools themselves seem less inclined to register their events.

In terms of lessons learned, hands-on activities and possibilities for VET students to showcase their skills work very well and are appreciated by the students and teachers as well as the broader population. For the OAED, the most important communication channel was the OAED Career Offices at the VET schools themselves. The events managed to involve industry stakeholders, but also, for example, students from universities. The participation of national policy makers and politicians – for example the Deputy Minister for Labour who visited the “fashion show” – was considered a strength as well due to the fact that it helped to showcase the importance of the event. Lastly, targeting young people aged 16-23 years to motivate them to enrol into VET and for an Apprenticeship was important, too.

G.5. Exhibition of the VET European projects / Access to Professional Success Through Erasmus+

G.5.1. Introduction

The “Expoziție de proiecte europene VET” (an exhibition of European VET projects) event took place between the 14th and 18th October 2019 in Focsani, Romania as local EVSW-associated event. The exhibition was organised by the ‘Mihail Kogalniceanu’ Economic College, a vocational training provider, also based in Focsani. The objective of the event was to showcase examples of good practice, both in the local community and at a national level, based on the college’s activities in European VET projects. The event took the form of a permanent exhibition and targeted pupils and learners in general education, vocational students and apprentices, as well as parents and families. The event therefore contributed to some of the EVSW’s objectives such as highlighting the attractiveness of VET, persuading stakeholders to take VET more seriously in the learning choices they make, and, to an extent, connecting the European agenda for VET to local communities.

The most notable activity in European VET has been the College's involvement in the Erasmus+ project “Access to Professional Success through Erasmus+”. This project has been running since 2018 and is funded under Erasmus+ Key Action 1 on the ‘Learning Mobility of Individuals’. This action is centred around funding for mobility projects that enable organisations to offer opportunities in work experience, job shadowing, volunteering, training and teaching for both teachers and learners. Typically, the beneficiaries are given the opportunity to spend time abroad in another participating country in order to build up experience in terms of study and

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work that will improve their future employment opportunities.³⁹ The objectives of the Erasmus+ project are twofold:

- To improve access, participation, and learning performance of students from disadvantaged groups and to reduce the disparities that may occur between the results obtained by different groups
- To develop partnerships with institutions and companies that aim to promote learning based on practical activity, for young people in initial vocational training and the recognition of learning outcomes

The core activity of this project is to facilitate the mobility of vocational students and apprentices between the 'Mihail Kogalniceanu' Economic College and other partner schools or colleges and companies across Europe.

G.5.2. Implementation of the event

The EVSW event was organised solely by the 'Mihail Kogalniceanu' Economic College but draws on the activities of the Erasmus+ project. The latter are organised in a series of 'flows', around two to three per year, in which a group of 15 VET students and two accompanying teachers are sent abroad for a period of approximately two weeks. To date, the College has worked with three different VET providers:

- Coleg Cambria (UK) - Across its six sites in North East Wales, Coleg Cambria offers full-time and part-time courses including A Levels, GCSEs, BTECs (vocational qualifications), Welsh for Adults and Higher Education. Working in partnership with over 1,000 employers, the College also offers vast apprenticeship and traineeship opportunities with strong links to local employment
- Cheshire College South & West (UK) – is a further education and vocational college in Cheshire, England. It offers a wide range of courses such as A-levels, vocational education, apprenticeships, higher education, and adult learning
- Akademie Klausenhof (Germany) - is a further education institution in the state of North Rhine-Westphalia with two educational institutions in Hamminkeln-Dingden and Rhede. It is focussed on continued professional education and training courses in pedagogy, speech therapy, technical jobs, IT, law, and management

No budget information was available for the EVSW exhibition but the underlying Erasmus+ project had a budget of €275,175 for the 2018-2020 period. Prior to this, the project was also funded through Erasmus+ for 2014-2016 and 2015-2017, as well as the Leonardo da Vinci programme for 2007-2009 and 2012-2014, as part of the Commission's Lifelong Learning Project (LLP).

³⁹ https://ec.europa.eu/programmes/erasmus-plus/programme-guide/part-b/three-key-actions/key-action-1_en

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In terms of stakeholders, the Erasmus+ project is clearly aimed at two groups: students in vocational education and apprenticeships, and VET providers. The EVSW event, being an exhibition, addressed a slightly broader target group as it included learners in general education as well as parents and families in addition. The exchange project is clearly to the benefit of the students and schools themselves. Students gain valuable international experience in spending time abroad at another VET school (possibly of superior quality). The VET schools, in turn are able to expand their network of partners potentially facilitating additional exchange projects while also building an international reputation. With regards to reaching the target audiences for the EVSW exhibition, organisers of the event indicated that Facebook, Twitter, Instagram, and YouTube were all used to a high degree.

G.5.3. Level of interaction with the central EVSW

The EVSW exhibition is a local-level event focussed on the local community in Focsani. As such, the event had little interaction with the centrally-organised EVSW that took place in Vienna. For the organisation of the event itself, the organisers of the event reported making use of the communications toolkit, media relations toolkit, social media toolkit, and visual style toolkit to a high extent. The event also used the social media standards for content, branding, privacy and referencing for its organisation. The school indicated that it considered the central EU-level events as adding value to the national, regional, and local events of the EVSW. Similarly, the central EVSW also helps to reach a broader audience than the regional and local events could do.

G.5.4. Results and outcomes

In terms of outreach, the exhibition's targeting was relatively broad, addressing all main EVSW stakeholder groups to a high to very high extent. Consulting the events database allows us to establish that pupils in general education, vocational students, and parents and families were especially targeted. According to the organising school, all these audience groups were also reached to the same degree apart from the employers' organisations.

Figure 52 Outreach activities

Target audience	Specifically targeted	Effectively reached
Education and training providers	High extent	High extent
Employers' organisations, business chambers, and trade unions	Very high extent	High extent
Public authorities and agencies	Very high extent	Very high extent
Policy networks and initiatives	High extent	High extent
Learners, parents, teachers, companies, etc	Very high extent	Very high extent
General public	High extent	High extent

With regards to the EVSW exhibition, the organiser felt that their event had managed to motivate its target audiences to take action as well as improve their perception of VET, both to a very high degree. With regards to the Erasmus+ project, its success can primarily be measured through the number of exchanges it has managed to facilitate. To date, it has allowed 60 students to spend time abroad at another VET school (see table below). Another three flows of students were scheduled for March, May and July 2020 but these will have to be cancelled or postponed due to the ongoing COVID-19 pandemic. Since its first round of funding under the Leonardo da Vinci programme, the project has gradually grown the number

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of students that is sent on exchange. Starting with 45 in 2007-2009 it grew to 60 in 2015-2017 and a (planned) total of 105 for 2018-2020.

Figure 53 Project flows

Flow	Partner school	Exchange students	Period
I	Cambria College	15 VET trainees in Gastronomy and Tourism	19 to 30 November 2018
II	Cambria College	15 VET trainees in Gastronomy and Tourism	4 to 15 March 2019
III	Cheshire College	15 VET trainees in Tourism and Catering	25 March to 5 April 2019
IV	Akademie Klausenhof	15 VET trainees in Tourism and Catering	15 to 26 July 2019
V	Cheshire College	15 VET trainees in Tourism and Catering	16 to 27 March 2020
VI	Akademie Klausenhof	15 VET trainees in Tourism and Catering	11 to 22 May 2020
VII	Akademie Klausenhof	15 VET trainees in Tourism and Catering	13 to 24 July 2020

G.5.5. Lessons learned and conclusions

This case study provides useful examples of the interplay between the EVSW and other initiatives and programmes in the field of VET. In this particular case, the EVSW exhibition organised by the 'Mihail Kogalniceanu' Economic College showcases the activities the latter has undertaken through the Erasmus+ programme. In addition to this, past iterations of the project were funded by the Leonardo da Vinci programme of the Commission's Lifelong Learning Project (LLP). In a sense, the EVSW is acting as the communications counterpart to other EU-level activities that award funding or promote vocational education and training in another way. This relationship has benefits for both sides. On the one hand, it allows the EVSW to showcase successful work in the area of VET and share good practices around it. On the other hand, it creates additional international exposure for the programme or initiative, in this case Erasmus+, that supports the underlying activities.

G.6. The impact of central coordination of the EVSW-related activities in Hungary

G.6.1. Introduction

Hungary has organised the most national, regional and local EVSW-associated events since the very first year of the EVSW. There were over 1,700 events and activities organised in total over the four editions of the EVSW, and the dynamism of coordination and implementation has not changed over the years. This case study looks into the motivations behind and highlights some of the key results and impacts of the events and activities organised in the country.

As a background, it is important to note that the Hungarian Vocational Education and Training system went through a set of reforms during the first half of the 2010s. These reforms were triggered by the fact that in 2015 only 23% of upper secondary school students were enrolled in VET and adult participation was only 7.1% in lifelong learning. Both figures were well below

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the respective EU averages.⁴⁰ At the same time the system had some strengths as well, including the dominance (90% of all programmes) of work-based IVET programmes. Hungary is among the countries where VET did not have a positive image attached to it, therefore new interventions were needed to address the problems.

Therefore, the reforms introduced were aimed at tackling these challenges, by adopting a new lifelong learning strategy for the country, amending the law of VET, bringing VET closer to the labour market as well as updating the content of the VET programmes. In addition, work started to begin developing new VET career path models to increase the attractiveness of the different professions. As a way to support these reforms, new VET Centres - so called 'Szakképzési Centrumok' - were established to support the implementation of the new policies. These Centres have a regional remit, with one to three Centres focusing on a Hungarian county. Since then, a further shift has put the responsibility of VET and the VET Centres under the auspices of the Ministry of National Economy (nowadays part of the Ministry of Innovation and Technology) which also shows the intentions of developing a more labour market needs driven education as well as of strengthening the cooperation between education and training, and the business world. In addition, further emphasis was put on communication and outreach to engage with potential students and their parents through advertising VET as an alternative and attractive choice for students.

G.6.2. Implementation of the events

As the above description shows, there was a strong momentum built up by 2015 in Hungary for activities that aimed at making VET more attractive. The National VET Authority (NIVE) with the support of the relevant Ministry, the VET Centres, local education and training providers, as well as businesses organised a country-wide Night of the Professions, following the traditions of similar initiatives such as Researchers' Night. The first edition of the Night of the Professions took place in April 2016. The Night was a big success in Hungary, as there were 4-5,000 different events and activities organised in about 120 cities and settlements, engaging about 340 organising institutions and over 8,000 teachers and educators.

Building on the success and due to the approaching first edition of the EVSW, the Ministry of National Economy asked the two coordinators of the Hungarian Night of the Professions – from NIVE and the former director of the Szeged VET Centre, currently a school director of a secondary VET school in Mórahalom⁴¹, Hungary - to facilitate the events' registration and participation in the European Vocational and Skills Week as well.

The two coordinators were highly motivated and held a series of discussions and workshops with all VET Centres in Hungary to inform them about the EVSW, to brainstorm with them how the EVSW could be used by them. In addition, they also provided help to facilitate mobilising the VET education and training providers and their business partners to register for the EVSW. An important element of their support activities was that they developed a website in

⁴⁰ Cedefop (2020). Developments in vocational education and training policy in 2015-19: Hungary. Cedefop monitoring and analysis of VET policies.

⁴¹ Full name of the school: Szegedi Szakképzési Centrum Tóth János Szakképző Iskola és Garabonciás Kollégiuma, <http://tjmorahalom.hu>

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Hungarian (<https://szakkepzesihet.hu/index.php>) to provide information about the EVSW, the types of events and activities planned in the local language, as using only English would have been a barrier for many potential organisers. In the end, thanks to their enthusiasm and belief in the cause, and due to some peer pressure, the coordinators successfully managed to have an active contribution from all VET Centres for the 2016 EVSW who in return mobilised the local and regional institutions and their partners. The figure below shows the number of events organised in Hungary as part of the EVSW each year.

Figure 54 EVSW-associated events and activities organised in Hungary

EVSW edition	Number of events and activities
2016	336
2017	398
2018	532
2019	454
Grand Total	1,720

Source: Technopolis analysis of the EVSW events database

G.6.3. Level of interaction with the central EVSW

The interaction with the EVSW has been highly important for the coordinators of the Hungarian events. The European level recognition of their efforts gave a further boost and drive to the VET communities in Hungary. Beyond the coordinators, it is highly inspiring, even within the institution, to motivate the teachers and how to improve their works within the schools. The news of the success, especially for the Mórehalmi VET School, also reached the school's local partners and gained further appreciation of their efforts.

The Hungarian website uses some of the visual identity elements of the EVSW, and selected communication tools are also reused, although the importance of using the national language for the target audiences is crucial. The slogan, Discover your talent, is also used, although in its translated form, it is less catchy. In Hungary, most channels of social media are widely used, with the exception of Twitter. There is a Hungarian Twitter account for the EVSW-related activities, but they only have three followers in total. Facebook is not used by people below 20-22 years, but the parents and adult populations use it frequently. The younger generations are predominantly targeted on Instagram.

Considering the pan-European events, the coordinators highlighted that the aspects of experience exchange are the most important for them, and they would benefit from even more through enhanced networking. The EVSW-associated national, regional and local events are scattered around a calendar year, therefore it is a bit difficult for a school that wishes to engage in them to understand the concept. As a suggestion, a slightly more condensed event calendar, e.g. between September and December for the associated events could work better. The VET Excellence Awards are highly appreciated by the coordinators. They suggested, however, that the awards should be organised in a way that helps local and regional schools compete realistically with a chance to win. The weakest link with the different

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EVSW elements was with the Ambassadors, as they have not played much role as yet in the Hungarian events.

G.6.4. Results and outcomes

The momentum and activities have been maintained since, both for the springtime Night of the Professions and for the EVSW editions during the autumn. The policy support and the gained experience helped them to achieve success in the subsequent EVSW editions as well. It was an important motivational factor, that the leaders of the newly established VET Centres wanted to remain active and mobilise their professional as well as local communities. The efforts of the central coordinators coupled with the policy support and the active attitude of the regional implementation bodies, i.e. the VET Centres, were all necessary ingredients to create a strong foundation and engage a large number of stakeholders both in the national and EVSW events and activities over the years.

The costs of the different events and activities organised are covered, either by the organisers often with the help from their business partners, or, to a varying degree, the VET Centres contribute to the funding as well. They can provide a financial contribution or small presents and gifts for the participants. Focusing on some of the professions in the tourism and hospitality industries is the main profile of the Mórahalmi VET School. Their successful events and activities included, for example, cooking a taster menu and a muffin baking competition to which local restaurants, hotels and bakeries contributed all ingredients needed.

After a few editions, the results of the efforts invested started to show. Based on the analysis of the Hungarian coordinators, there is a strong link between increased enrolment into those IVET schools that had more active engagement with VET-related communication events and activities over the years. There is an approximate 1.5-year time lag for the results to start appearing, however, the analysis has been carried out annually since and the positive results are clear according to the Hungarian coordinators. The VET school in Mórahalom is an exceptional example, as they are the third most active organisation in Europe in terms of EVSW-associated events and activities. However, the direct relation between active engagement in the VET-related communication activities and increased student enrolment is a major motivating factor for most VET education and training providers. The latter is especially true for adult education, as an average of about 5-10% of newly enrolled students reported the Night of the Professions and the EVSW-associated events and activities as the main reason for enrolment in a new course.

G.6.5. Lessons learned / conclusions

The organisers found that in addition to their personal passion and motivation to make the events both nationally and internationally successful, the combination of the expertise of NIVE and the VET schools and Centrum proved to be key. The engaged stakeholders not only combine insight into VET education and career orientation, but also have a good market knowledge, understand the gaps and need for missing professions that also result in attractive earnings, and have relations with the potential employers.

Their commitment was also fuelled by the recognition that the younger generation has no real information about the professions and there is a strong need to diminish the stereotypes built up over the past decades. In the design of the events therefore there was a strong emphasis put on ensuring that students gain a real understanding of the professions available to them to learn, but as they are nowadays, highlighting the complexity and technology orientated

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nature of the VET professions, instead of repeating old concepts. For example, being a printer does not equate to doing oily manual work as shown in the old photographs, it is a computer-based job that needs very different skills than before.

The strong focus on local engagement and mobilisation of small regional VET schools with a local remit was important for the achieved success. In some cases, the collaboration with the local employers has been organised strategically, for example as done by the Szeged VET Centre. They carried out research, supported by former ESF funded projects, to assess the skills needs of different professions and the gaps in the current offering by consulting relevant employers. For example, if multiple businesses were looking for seamstresses, they engaged them in a joint interest group to seek their input and ideas about what is needed from the profession and to assess the potential capacity to employ the qualified graduates. In showcasing the benefits of the professions, novel approaches were taken, often by engaging local employers and business partners. This collaboration also helped bring the local communities closer.

G.7. Universal Mobility (ES) and schools in Tłuszcz and Rzeszów (PL)

This case study presents a cooperation between [Universal Mobility SL](#) and the Polish schools [Zespół Szkół w Tłuszczu](#) and [Zespół Szkół Ekonomicznych w Rzeszowie](#) taking place in 2018 and 2019, respectively. The events were called "How to improve and manage your professional & personal skills" (*Jak rozwinąć i zarządzać umiejętnościami zawodowymi i osobistymi*) and "Benefits from mobility. International skills day 2019." (*Korzyści z mobilności zagranicznych. Międzynarodowy Dzień Umiejętności Zawowowych 2019*).

G.7.1. Introduction

1. The events – intended to show mobility experiences among VET students, teachers and parents – took place on the premises of the involved schools on the 8th November 2018 and the 28th October 2019, respectively and lasted for half a day. The organisers were both Universal Mobility SL and the schools together, they set the agenda and registered the event.⁴²

Universal Mobility SL was founded in 2014 and operates in Granada, Malaga, Valencia, Seville, Barcelona, San Sebastian and Santiago de Compostela. It acts as a service provider implementing mobility programmes for schools mainly in Poland, but also among others with groups from other countries such as Germany, Slovakia, Greece, Hungary or Ireland. They organise internships, job shadowing, professional visits, study visits and training courses and thus cooperate with schools and companies alike.

G.7.2. Implementation of the event

The two events took place in the main halls of Polish VET schools. Both schools are active in Erasmus+ and provide mobility opportunities to their pupils. The first event in 2018 was organised

⁴² That means that both events were registered twice and were both approved.

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at a school in Tłuszcz⁴³. The school offers both general and vocational education and training the latter e.g. for mechanics and car mechanics or hairdressers. The school cooperates with local chambers of commerce and the Warsaw University of Technology. Pupils can participate in exchange programmes with Germany and Spain. The second event – organised in 2019 – took place at the Economic School Complex in Rzeszów⁴⁴. The complex consists of a technical secondary school, a basic vocational school and a post-secondary school. Out of the 570 students, in the school year 2017/2018, 352 received commercial training (*technik ekonomista*), 111 sales training (*technik ekonomista*) and 107 were trained in graphic design (*technik cyfrowych procesów graficznych*). The school participated in Erasmus+ in a project with partner schools from Slovakia and Germany, offering, among others, mobility solutions for about 30 students, with the goal of improving the trainees' professional and language skills.⁴⁵ In 2017, the school sent a delegation of students to an EVSW 2017 event in Warsaw.⁴⁶

2. As said, the main objective of the events was to share experiences on mobility with vocational training students and teachers of local schools, thus contributing to the overall objective of the EVSW to highlight the attractiveness of VET among teachers, students and their parents.

3. During the event, trainees presented what they had learnt in their internships in Spanish companies. Training was undertaken through workshops where the participants discussed discovering talent and improving skills. The event also served to raise awareness on the ambassadors⁴⁷ of Universal Mobility among students and teachers in order to disseminate good practical experiences. A buffet allowed participants to taste typical Spanish food and enjoy a flamenco concert. The main target group of the event were teachers, trainers, the vocational students and their families. The event was therefore focussed on the local level. The following agenda of the 2019 event - the conference started at 10:00 and ended about 13:00 - exemplifies the activities undertaken.

⁴³ Tłuszcz is a city of about 8.000 residents close to Warsaw.

⁴⁴ The city of Rzeszów, located in the South-East of Poland, has about 200.000 residents.

⁴⁵ The school also promotes the mobilities, for example, on YouTube:
<https://www.youtube.com/watch?v=-6e2lowzkEs&feature=youtu.be>

⁴⁶ See
http://www.ekonomik.rzeszow.pl/index.php?option=com_content&view=article&id=803:europaeski-tydzien-umiejtnosci-zawodowych&catid=31:aktualnoci&Itemid=2

⁴⁷ Ambassadors in this sense are teachers and project coordinators in long cooperation with Universal Mobility who devote themselves to increasing the professional qualifications of their students who are open to intercultural exchange and see opportunities in the European market just as they do in the national one. Not to be confused with EVSW ambassadors.

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Figure 55 Agenda of the 2019 event

- Opening of the event and welcoming guests by the organisers.
- Effects of foreign internships - presentations of vocational / technical school students (students presenting were from both the organising schools and from partner schools)
- The role of the intermediary in the implementation of mobility projects (Universal Mobility SL)
- Professional and personal skills management (Universal Mobility SL)
- How to apply for participation in the Erasmus+ programme - workshops
- Project stages – workshops

The project application and implementation related workshops were targeted towards teachers as well.

For the 2019 event, invitations signed by the school's director were sent out to the students, teachers as well as representatives of the Government and Media. Additionally, Mobility Solutions aims to raise awareness of the EVSW on social media channels such as Instagram, tagging content with #evsw #discoveryourtalent #yocreoenaftp and #vocationaleducation.⁴⁸ The event's budget on the side of Mobility Solutions was roughly EUR4,000, mostly dedicated to travel and accommodation, but also photographers and 50% of the merchandising and catering. The school contributed by giving access to the venue and with some merchandise material focussing mostly on Erasmus+. The 2018 event is comparable overall in regard to agenda and budget.

G.7.3. Level of interaction with the central EVSW

The event invitation featured the EVSW logo and slogan prominently and provided content on the Week itself (see the following figure). The events were registered with the EVSW database in order to increase their visibility on national level in Poland. For UM, it is important to register the event to cover the European dimension as well. It was UM's impression that registration was also important to the partners to some degree, to compete with other EU Member States in terms of the number of events held. The organising team looked for the EVSW logo and slogan online, however, there is some concern, whether they found the official ones.

Timing and location of the central events had no effect on the events organised. The events had no interaction or coordination with the Ambassadors, Awards or other EVSW events and activities. The main connection is seen due to the topic of the event.

⁴⁸ See e.g. Instagram:

https://www.instagram.com/p/BpXRPX0AH6q/?utm_source=ig_web_copy_link

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Figure 56 Header of event invitation, featuring EVSW logo and slogan



Source: https://www.ko.rzeszow.pl/_wp/wp-content/uploads/2019/10/zaproszenie_konferencja_rzeszow_2019.pdf

G.7.4. Results and outcomes

The organisers were satisfied with the number of participants. They estimate that about 100 people attended each of the events, mostly students and teachers from the school itself. About 20 of each were representatives from partner schools, either from Poland or from Slovakia. A few were representatives from the government. The vocational students that participated presented experiences not only from Spain, but also from Ireland and Germany. The main communication channel used was a direct invitation to students, teachers and other stakeholder by UM (for national audiences and partners from other countries) and the hosting school (for local audiences).

In the assessment of the organisers, the event had the effect that students see today a higher value both in VET overall and in mobility within VET. Since there were also some parents among the participants, and through the students themselves, it is likely that this is also to some degree the case for the wider general public. The event itself would have been organised in a very similar manner without the EVSW.

G.7.5. Lessons learned / Conclusions

The case study presents an interesting example of a company specialised in facilitating the mobility of students cooperating with VET schools on the ground to promote mobility experiences and thus improving the image of VET education among students, teachers and to some degree, parents. Here, showcasing mobility experiences goes hand in hand with promoting (initial) VET.

The main strengths of the events were that students were able to show both their vocational skills and to promote the value of their experiences abroad. Indirectly, project coordinators, school directors and teachers benefitted because they saw how much participants – both students and teachers – benefitted. In the view of the event organisers, internships abroad lead to even higher learning than internships in their country of origin – both vocationally as well as regarding aspects such as culture and language. Organising the event at the schools themselves provided the benefit that students could show their skills on their machinery and tools. It is also a strength of the activities that they aim to provide a benefit for the teachers as well in order to motivate them to also participate.

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A success factor in reaching the target audiences is the quality of the event organisation by the partner. A better organised event, for example, in terms of invitation policy or material provided, reaches a higher number of participants – therefore, the event from 2019 was considered to be more successful than the event from 2018. There was also no support or connection to the central European events apart from using the visual style for the invitation and hashtags for promotion on social media. It was unclear where to get the relevant information on the logo and slogan. It would have been helpful to also have access to merchandise or information material that could have been used for the events themselves. A barrier in particular for teachers to overcome is bureaucracy in public administration.

Universal Mobility plans to organise similar events in the future, ideally alternating locations and partner schools in Poland to increase geographical coverage.

G.8. Nestlé – aligned activities in a number of European countries

G.8.1. Introduction

Nestlé – the multinational food and beverage company – has been organising EVSW related events since the first iteration of the European Vocational Skills Week in 2016. For the most part these events have consisted of open days, company visits, but also of seminars, workshops and conferences, organised by Nestlé's respective national offices.

The activities are part of Nestlé's global youth initiative Nestlé needs YOUth. The initiative focusses, among others, on employment and employability and aims to help to equip young people with the skills they need to thrive in tomorrow's workplaces by providing apprenticeships and training opportunities. Activities are often organised in cooperation with partner organisations from the Alliance for YOUth. Initiated by Nestlé, the Alliance for YOUth brings together 21 international private companies such as EY, SAP, Facebook and MasterCard that employ more than 1.5 million people in total, with the following goals stated on its website:

- To offer first job experiences
- To run educational programmes to help youth develop the necessary skills to increase their chances of finding a job
- To promote and support young entrepreneurs

In Europe, the Alliance for YOUth unites more than 340 companies (including for example Adecco, Engie, Solvay & Microsoft). Together, they have offered 310,000 jobs and training opportunities since 2014.

For this case study, we focus on three EVSW-related examples organised as part of the Nestlé activities, often with Alliance partner companies. The events selected to three different types of activities to showcase the range of initiatives organised by Nestlé:

- Open days or workshops based on topics including marketing, digital101 or CV creation and the organisation of a "CV clinic" in **Romania** (organised in 2017, 2018 and 2019)
- A communication campaign "The way to success" in **Austria** that was implemented with woman.at as media partner in 2019
- An event focusing on apprenticeships, entitled the "Tour de France on Apprenticeship" that was organised in **France**, organised thus far from 2017 to 2019

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G.8.2. Implementation of the workshops on skills events in Romania

Nestlé Romania has been participating in the EVSW since 2017 and is planning to organise events for the EVSW 2020 as well. They were made aware of the EVSW by their Nestlé colleagues from Brussels. In 2018 Nestlé Romania organised a number of workshops in cooperation with other companies. However, due to time constraints in the organisation of events, Nestlé organised workshops and a CV clinic without partners in 2019. For both years, activities mostly targeted students from Bucharest.

In 2018, the activities comprised seven workshops organised during the central EVSW events by the five Alliance partner companies (including Nestlé itself), with each workshop reflecting the partner's topical expertise⁴⁹:

- DIGITAL 101⁵⁰ (Nestlé, 8th November 2018)
- Marketing Journey (Nestlé, 5th November 2018)
- A Day in The Life of a Market Research Consultant (Nielsen, 7th November 2018)
- Brand Engagement (g7, 6th November 2018)
- First Interview Guide: Create a Personal, SWOT Analysis and SHINE (CHEP, 5th November 2018)
- What's YOUR Flavour: Digital, Marketing, Sales or Project Management (Hipo, 7th November 2018)

The workshops informed the target audiences about aspects such as marketing ("pay us a visit to learn more about the world of marketing: from branding to advertising and social media") or digital channels ("If you want to know more about digital KPIs, digital campaigns and about trends and best practices, come and meet us!").

Lasting about three hours, the workshops took place on the premises of the respective companies and targeted about 25 participants each. The target group was mostly university students, as workshop content was considered too advanced for high school students.

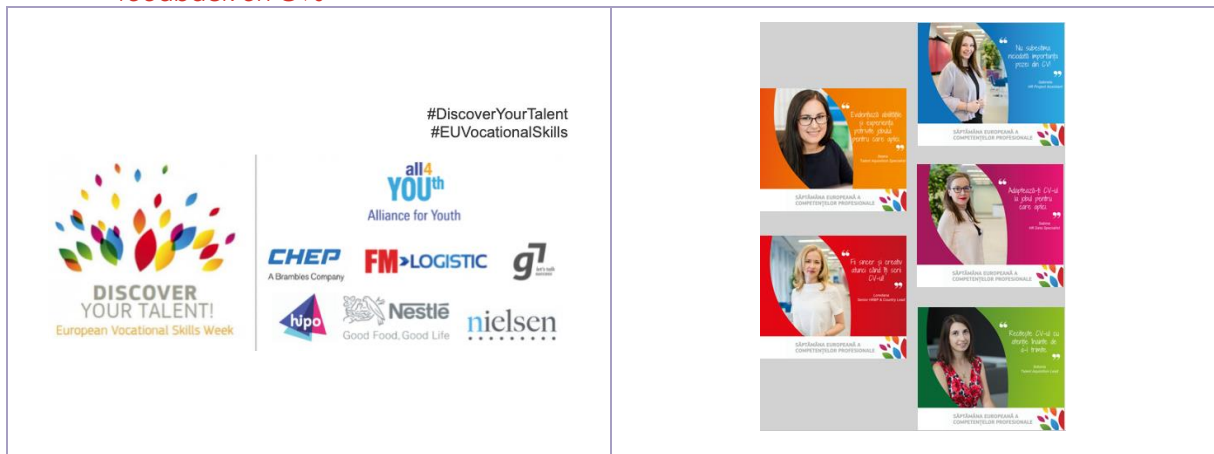
Advertised on an online job portal, students interested were asked to apply and only suitable candidates were invited to attend. To assess which applicants were suitable, they were called and interviewed on their knowledge of the events, as well as their motivation to participate, with 60-70% ending up being invited. The communication budget used to promote the activities on the side of Nestlé Romania was about EUR1,000. As seen in the figure below, workshop promotional material featured the EVSW hashtags and logo.

⁴⁹ Not all events of the partner companies could be found in the EVSW database

⁵⁰ https://www.hipo.ro/locuri-de-munca/locuri_de_munca/108977/Alliance-for-YOUTH/Workshop-Nestle%C3%A9:-Digital-101-pe-8.11.2018

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Figure 57 Workshop ads featuring EVSW logo and hashtags (left); Nestlé HR professionals offering feedback on CVs



Source: Workshop advertisement on Romanian online platform⁵¹

For the year 2019, Nestlé's activities focused more on providing a CV clinic, inviting university students to hand in their CVs to receive feedback on presentation and content from Nestlé HR experts. For each day of the central EVSW events, one Facebook post was published promoting the CV clinic. In addition, Nestlé organised two workshops on the topics of time management and marketing.

G.8.3. The way to success (Austria) – communication campaign with Woman.at

Nestlé Austria has been organising EVSW-related events for most of the past EVSW iterations, with examples being a stakeholder event allowing participants from Slovenia to learn about Austrian initial vocational education and training in 2017 (organised at the premises of the Ministry for Education), and a communication campaign on female executives in companies, which is presented here.

Nestlé Austria usually strives to organise events with the Ministry of Education and together with other partner companies of the Alliance for YOUth. However, following the Austrian legislative election in 2019, there was no Minister in place at the time of the EVSW. Consequently, Nestlé decided to organise a different kind of activity without partner companies from the Alliance. For this communication campaign, Nestlé worked with the media company VGN Medien Holding and their outlet Woman.at. Young readers were asked to submit questions on career development which then were forwarded to Nestlé executives, for example to the Business Manager Nestlé Professional, Business Executive Managers Coffee & Beverages, Customer Care & Service Director Nespresso, one of them with a VET background. These executives then answered the questions in short online videos.

Additionally, three readers were invited to a roundtable with the executives to further discuss their questions. One of the female managers – the General Manager of Nestlé Austria – acted as a testimonial for VET, since she has a VET degree. The discussion was live-streamed and is still

⁵¹ https://www.hipo.ro/locuri-de-munca/locuri_de_munca/108977/Alliance-for-YOUTH/Workshop-Nestle%C3%A9-Digital-101-pe-8.11.2018

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accessible at woman.at. Focusing on a young female audience, the following VET/lifelong learning topics were touched upon:

- Career planning
- Career development within Nestlé
- “Vereinbarkeit” – career development and family life
- Leadership and mentoring

Moreover, the campaign featured the all4YOUth initiative of the Alliance for Youth through displays in the background of the room. The activities were also promoted with two newsletters from woman.at and profil.at (a weekly Austrian newspaper formerly owned by VGN Medien Holding), as well as through Nestlé Austria’s Facebook page. The overall budget for these activities was about EUR15,000.

G.8.4. Tour de France on Apprenticeships by Nestlé France – Open days of factories

With the Tour de France on Apprenticeships, Nestlé France aims to promote the employability of young people by showing the development of apprenticeships and of Nestlé’s related activities. For this, Nestlé France opens the doors of its 22 factories to students, social, political and economic stakeholders and is inviting them to meet the 600 apprentices currently working across the country at Nestlé. The “Tour” was launched in 2017 at the Contrexville-Vittel Factory and then continued through North-Eastern France. Stages are organised in regions with economic challenges, i.e. where unemployment is higher than in other regions.

These activities – organised as “Open days” of factories – promote Nestlé’s social commitments, apprenticeships in the Nestlé factories and in the local talent pool by showing apprentices as testimonials. The idea is to have an apprentice show stakeholders and students from neighbouring colleges and high schools what one day in the life of an apprentice looks like. In addition to the factory visit, workshops for local students supporting them when applying for an apprenticeship are organised as well.

The main target group are therefore students enrolled in a bachelor’s degree programme or in their last year of secondary education and from local education providers. However, these activities also aim to convince other stakeholders such as parents, teachers, politicians, or journalists of the benefits of apprenticeships. In 2019, Jean Arthuis, former French Minister of Economy and current MEP participated in the event as well.

Figure 58 Stages of the Tour de France on Apprenticeship, 2017 to 2019



Source: Nestlé FR

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G.8.5. Level of interaction with the central EVSW

In all three cases, the level of interaction with the central EVSW support and events was mostly limited to registering the events or using the EVSW hashtags on social media:

In Romania, the main interaction with the EVSW consisted of registering the events and using EVSW material for the promotion of the workshops. In fact, the overall design and messages were used primarily because organisers liked the design and most of them were easy to use and to adapt. The organisers stated that, in principle, it would be interesting to consider further cooperation with other EVSW elements such as the Ambassadors. However, they had no knowledge of the Ambassadors and found it difficult to get an overview of what other EVSW activities were happening in Romania. Moreover, the organisers were also unclear about the purpose of the information they provided to register the events. They considered, however, a Facebook page bringing together all activities in a country in an accessible way for example, rather useful.

In Austria, the information campaign was organised during the central EVSW events and was registered on the platform. Apart from that, no further interaction with the EVSW took place nor was there further support received. The EVSW hashtags were not used because it was unclear whether they would be recognised by the target group.

In France, interaction with the EVSW was limited to the registration of some events, although it seems that the events organised as part of the Tour de France on Apprenticeships were not registered. Organisers were open to learning about event registration and how synergies with the EVSW could be increased in the future.

G.8.6. Results and outcomes

The organisers were generally satisfied with the achieved results. The monitoring of results and outcomes are varied, but some information is captured on the number of participants, examples from traditional media coverage of events as well as on the social media reach of promotional activities. The subsequent paragraphs provide a brief overview of these achievements.

For the 2018 workshop event in Romania, about 100 students participated in the seven workshops, with about 130 students having applied. The workshops organised in Bucharest were more attractive than the one workshop organised outside of the capital. A feedback survey sent to the participants showed a high overall level of satisfaction: on average, participants rated the workshops 4.65 stars out of 5. Although recruitment was not a dedicated goal of these activities, some participants applied for full-time jobs with Nestlé a few years later.

For the 2019 edition of EVSW, the workshops were not as attractive to students as in the year before, with 24 students attending the two workshops organised. According to the organisers, this was most likely due to the fact that the topics did not reflect the students' needs as well as the year before. The CV Clinics attracted 65 CVs, with some of them being submitted by professionals with work experience, indicating a high attractiveness. The organisers indicated that, the 2019 promotional activities on Facebook had a total reach of about 600,000 and prompted 775 interactions.

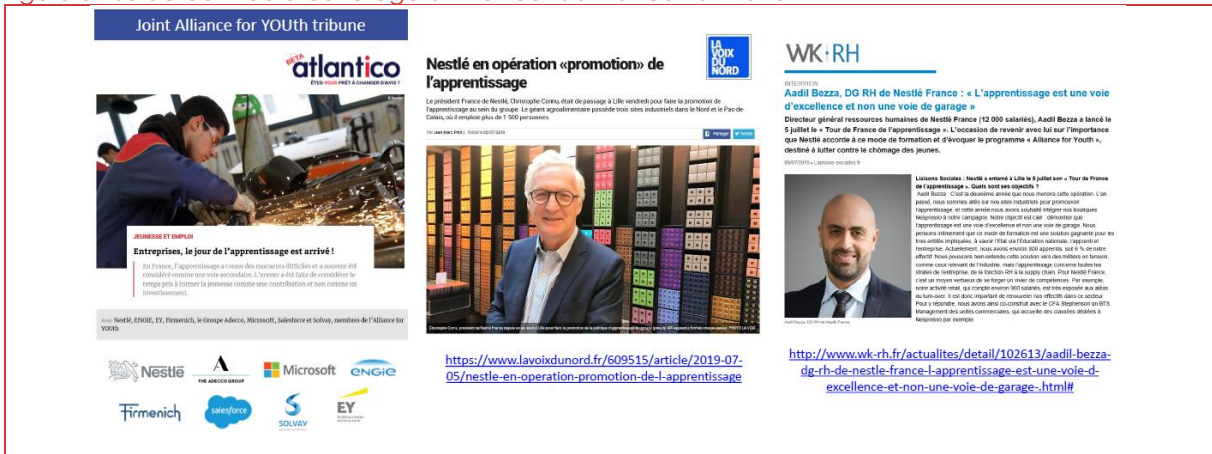
In regard to the Austrian activities, in comparison to the stakeholder event in 2017, the communication campaign had a higher reach among the general public. Nestlé Austria monitors their own related communication and social media activities and reported that two

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newsletters reached about 90k subscribers and six related Facebook posts, three by Nestlé and three by Woman.at, reached about 40k interested people.

In Nestlé France's Tour de France on Apprenticeships, organisers reported that between 60-80 people participated in each event,⁵² depending on the capacities of the respective facilities. The variety of participants was broad, ranging from teachers and students from local schools that were invited to politicians, journalists and key stakeholders from the employers or other Alliance partner companies. Target groups that were more difficult to reach were school principals on the one hand, as they are typically busy people, and students from general schools on the other. In many cases, there are well established partnerships between Nestlé France and technical high schools making it easy to reach students and teachers, but it can be challenging to reach students from general schools that do not cooperate with Nestlé as often as the technical schools. Through the course of the activities, the organisers learned that it is effective to rely on apprentices for testimonials for students, and on parents for testimonials to convince other parents and to reach journalists. The organisers were satisfied with the media coverage generated and provided some examples as presented in the figure below.

Figure 59 Selected media coverage of the Tour de France 2019 event



Source: Nestlé.

G.8.7. Lessons learned / conclusions

Between the first iteration of the EVSW in 2016 and 2019, Nestlé registered roughly 80 events with the EVSW website. Events were of different types and took place in 21 different countries, including EU Member States like Portugal, Romania, Italy or (then) the UK, but also in candidate countries such as Serbia or Turkey or in third countries like Russia and Egypt.⁵³ By country, most events took place in the EU Member States, in Romania (7), followed by Spain (6) and Greece (4). Among other countries, Russia in particular was well represented with 18 events.

⁵² Including workshops.

⁵³ While the events in third countries are entered into the database by the organisers, they are not accepted. Thus, in the years 2017, 2018 and 2019, about 5 events were each entered into the database by event organisers and then rejected.

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Nestlé's overall approach is having colleagues from factories, the HR- and the PR-departments work in teams to deliver the best experiences to teachers, schools and learners. For Nestlé itself, the EVSW serves as a framework to ease coordination of events, to structure the communication of the company on apprenticeships internally and externally and to ensure a coherent timing for communication activities as well. The Nestlé needs YOUth initiative (see above) – among others focussing on skills and apprenticeships – seems well-aligned with the EVSW's messages.

The case study also shows that event organisers are not aware of any coordination of the local, regional, and national events on a country level, but would often consider such coordination helpful. Ideally, providing coordination on a national level would help to get an overview of other events and activities organised, but more importantly, offer the potential to interact with other EVSW elements, such as Ambassadors or Awards.

Each of the activities discussed above provides lessons and examples of good practice that could serve as orientation for similar activities in the future:

- The activities in Romania show that when EVSW visual style, slogan and material are considered well designed and are provided in an accessible way, local organisers are likely to pick them up and use them for their event promotion. Here, experiences showed that various types of events work under different circumstances: CV clinics work well when organised online and when promoted well on social media, workshops on the other hand work better if they are organised in central locations and if the topics are relevant for the participants. It also showed that events organised and registered sometimes target university students and their skills development.
- The activities in Austria show that events and activities are easier to organise with relevant partner companies if the national ministry actively helps to facilitate collaboration. If done right, this might present a lever to increase participation on MS level and to increase uptake of EVSW messages and material. The activities on country level also show that, even though the overall messages of the EVSW and Nestlé's activities are well aligned, EVSW social media messages and materials are not always used, either because their usefulness is not immediately clear or because they are expected to dilute the organisers' messages and visibility.
- In France, experiences with the events organised in previous years highlight the effectiveness of testimonials. Organisers find it best to have current or previous apprentices advertise apprenticeships to students, and to have parents advertise apprenticeships to other parents. This way, messages are perceived as more credible. Factory visits provide a nice "look and feel"-experience to the participants. Lastly, organisers mentioned that in the future, they would like to develop their activities further to also cover the topic "mobility and apprenticeships" and are happy to learn about any innovations in that field, e.g. exchanging apprentices.

G.9. Portal Škole

G.9.1. Introduction

CARNet is the Croatian Academic and Research Network and operates within the Ministry of Science and Education. It consists of the academic, scientific, and research communities in

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Croatia and also includes institutions in the primary and secondary education systems. In total, the network includes over 2,600 institutions and more than 3,800 locations. One of its areas of activities is the application of information and communication technologies in the field of education.⁵⁴ It provides a range of services such as education and training as well as multimedia, computer security and customer support. CARNet also runs 'Portal škole', which is a school portal that acts as a central point for the exchange of knowledge, news and information on the Croatian education system as well as publications or reports on education in Croatia.⁵⁵ Furthermore, it serves as a virtual meeting place for teachers, students and parents, and offers all current and latest relevant information to visitors, as well as the opportunity to publish their own content.

Figure 60 Events across Croatia



The portal has also functioned as a platform through which a range of Croatian schools have participated in the European Vocational Skills Week. Based on the database of EVSW events, 50 such approved events could be identified. This excludes any events that may have taken place in 2016 due to missing data. The majority of these events took place in 2017 (23), with a slightly lower number for both 2018 (12) and 2019 (15).

In terms of location, the events took place across Croatia rather than in concentrated areas. Most events took place in and around the Zagreb area as well as 'Hrvatska Kostajnica', a small town near the border with

Bosnia and Herzegovina where one of the more active event organisers was located.

G.9.2. Implementation of the events

The pool of event organisers behind these events consists of 34 different organisations. The vast majority of these, 29 to be precise, only organised one single event but a small group of organisations was involved on multiple occasions, with one organisation being particularly active having organised 11 events.

Figure 61 Main event organisers

Organisation name	Type of organisation	Number of events in database
Ivan Trnski High School	General education organisation	11
Biograd na Moru High School	Vocational training organisation	3
Zagreb School of Craft and Industrial Engineering	Adult learning & Vocational training organisation	2
Industrial Crafts School Virovitica	Vocational training organisation	2

⁵⁴ <https://www.carnet.hr/en/about-carnet/>

⁵⁵ <https://www.carnet.hr/en/usluga/portal-skole-hr/>

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Split Crafts School	Adult learning & Vocational training organisation	2
Anton Štifanić Tourist and Catering School Poreč	Adult learning & Vocational training organisation	2

Source: EC database of event organisers

The types of events that were organised are quite varied, but the most common types were open door events and exhibitions. The events were primarily targeted at vocational students and apprentices as well as pupils in general education. To a lesser extent, the events also targeted teachers and trainers, and parents and families. The most common objectives associated with the events, in descending order of frequency, were the following:

- Showcasing: Employability and personal development (16)
- Showcasing: creativity and innovation (15)
- Showcasing: a broad set of skills (12)
- Empowering individuals to learn (10)
- Future of vocational education and training (10)

Given that the most frequent types of events were exhibitions and open-door events, it is no surprise that the majority of events also set out to showcase various aspects of vocational education and training, or education more generally.

G.9.3. Level of interaction with the central EVSW

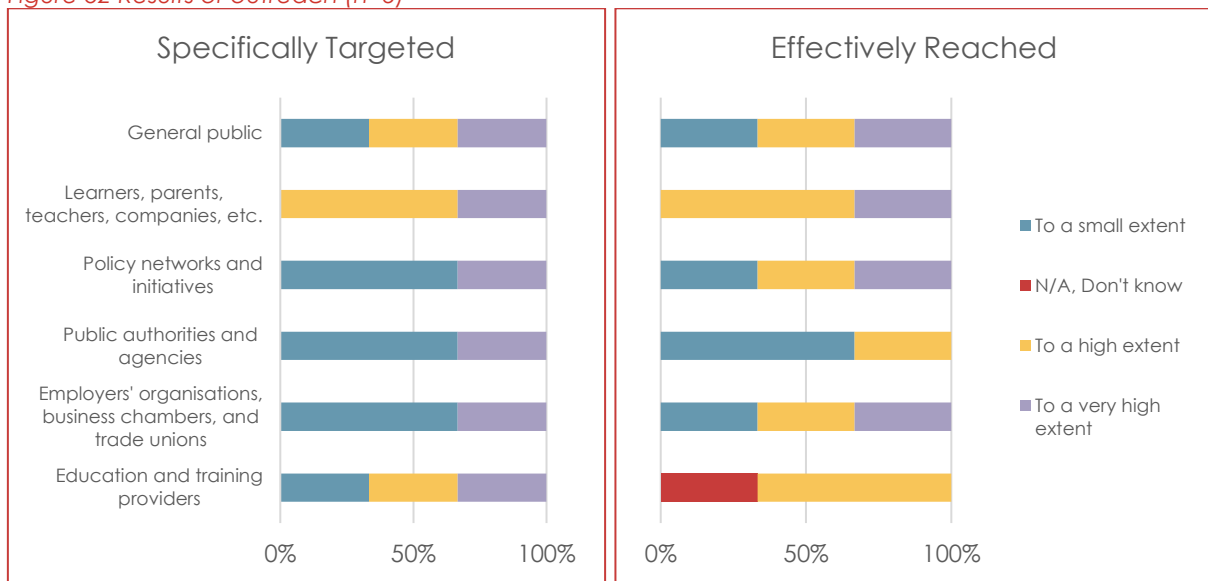
Out of all the organisations that participated, three schools provided responses to the survey questionnaire launched as part of the current study. This allows us to get an understanding of the degree to which the participating school interacted with the central EVSW and made use of the available support. All three schools indicated having organised EVSW associated events and activities in multiple years, with two schools having participated in every edition since 2016. In terms of the resources that were made available to event organisers, the schools reported making the most use of both the media relations and communications toolkits, and to a lesser extent the social media toolkit. Use of the visual style toolkit was mixed and relatively low for the Ambassador's toolkit.

G.9.4. Results and outcomes

In terms of outreach, the schools appear to have been relatively successful in reaching their intended audiences. The general public as well as learners, parents, teachers, and companies were all reached to the same degree as they were targeted (see Figure 62). Policy networks and initiatives and employers' organisations were actually reached to a greater degree than they were targeted. Finally, two audience groups that were not reached to the same extent as they were targeted were public authorities and agencies, and education and training providers. For their outreach activities, the schools referred to both YouTube and Facebook as very effective communication channels for reaching learners, their parents, and the public at large.

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Figure 62 Results of outreach (n=3)



Source: Technopolis online survey of event organisers, 2020

Two out of three schools felt that their event had motivated its audiences to take actions to a high or very high extent. Only one school felt it had managed to improve the perceptions of its target audience to a high extent.

G.9.5. Lessons learned and conclusions

This case can offer several insights. First of all, it demonstrates how national research and education networks, also known as NRENs, can have a role in the field of VET. Historically, NRENs have been specialised internet service providers first and foremost, and typically served the research and education communities, facilitating networks in academia and higher education. More recently, NRENs have started to expand their services and some, such as CARNet (Croatia's NREN), are now including vocational education and training in their mandate⁵⁶. In such cases, NRENs could be effective partners, not for the organisation of events and activities per se, but in coordinating the involvement of local-level stakeholders such as individual schools. Vice versa, their networks may also be extremely valuable in terms of reaching VET stakeholders 'on the ground'.

Moving down a level, this case also illustrates the benefits and experiences of individual schools in the EVSW. Regarding needs, one school reported that its resources were not sufficient to achieve the event's main objectives. Specifically, the respondent indicated having the necessary human resources but not having sufficient financial support. To show how external support can make a difference, one school indicated they would not have been able to organise their event without the central EVSW. Moreover, all three schools agreed that having central EU-level events helps to add value to the national, regional, and local events. When

⁵⁶ For example, see CARNet's project on e-learning in vocational schools: <https://www.carnet.hr/en/projekt/evet2edu/>

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asked whether there were any aspects that could be improved in future editions of the EVSW, one respondent indicated they had been a member of a Yammer group in 2018 but that they did not have that option in 2019. They considered these groups useful and would like to have them every year.

G.10.Tartu Vocational Education Centre and the Vocational Skills Night

G.10.1.Introduction



The Vocational Skills Night (*Oskuste Öö*) is a nationwide event that takes place for one evening (5pm to 9pm) all across Estonia to promote vocational education and training. Starting in 2018, two editions of the event have taken place in October and November, with the third edition scheduled for the autumn of 2020.⁵⁷ At the national level, the Vocational Skills Night is coordinated by the Innove Foundation.⁵⁸ Innove is the Estonian education competence centre promoting personal education by developing solutions that support learning and teaching, organising tests, exams, and studies, and distributing European grants. The events and activities taking place at the regional or local level are organised by 20 to 30 vocational schools from across Estonia which open their doors for one evening offering a variety of workshops and other activities.

The activities promote the visibility and educational offering of individual VET schools from Estonia as well as vocational education and training more broadly. Furthermore, the events also aim to engage the local communities in the activities and workshops to showcase the types of skills, courses, and training the VET schools offer. VET skills are not only seen as desirable for employability, they are also seen as an enrichment to everyday life. The nature of the event is especially tailored towards working families, women in particular, with young children, hence the timing of the event.

The contextual background to the event is that both the visibility and perception of vocational education and training in Estonia was not optimal. Vocational education was generally seen as secondary to a university education and academic degrees were considered more acceptable for young people and adults. Vocational education is not a popular choice

⁵⁷ Subject to the situation regarding the COVID-19 pandemic

⁵⁸ See: <https://www.innove.ee/en/>

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amongst the young as only 26% of primary school graduates continue to vocational education. Therefore, approximately three years ago the VET schools together with the Innove Foundation decided to start collaborating more closely, especially in terms of communication to improve the visibility of VET.

The Tartu Vocational Education Centre (VEC), the largest VET school in Estonia, has been one of the participants of the Vocational Skills Night since its first edition. In 2019, their programme for the event consisted of the following activities:

- Entertainment stage: science theatre, fashion show, hairstyle demonstration, music
- Masterclasses on social media, make-up, use of e-mail and Google, food, decorating and gymnastics
- Training market
- Pop-up café
- Bakery and culinary products
- Additional activities hosted at the SPARK Makerlab⁵⁹ on electronics, 3D printing, electric constructors, robotics, crafting, and welding

The workshop topics typically reflect the diversity of VET, ranging from food photography to masonry, from mechatronics to gardening. Visitors could test a welding simulator or enjoy fashion or hairstyle shows by VET learners. Many schools presented programmes involving cutting-edge technology, such as interactive sandboxing and 3D printing, and quizzes on cyber safety and computer components.

G.10.2. Implementation of the event

Each participating VET school was responsible for the organisation of their individual events and activities. Innove provided the central coordination of all events, provided the event's visual identity, and managed the central webpage⁶⁰ as well as national campaign. Locally, each school was able to offer a programme of activities of their own choice and was free to work with local partners for the delivery of the event. For instance, the Tartu VEC worked together with SPARK Makerlab, a local fab lab, to host extra activities in addition to those organised at the school itself.

In terms of local communication, the participating schools were responsible for the outreach to their intended audiences. In the case of the Tartu VEC, their primary target audience was the local community in the city of Tartu. Within this group, there was a slight focus on working adults and their families as well as young people and learners. However, with Tartu being a relatively small community, the communication was purposefully kept broad. The concept of the Vocational Skills Night taking place in the evening after working hours is accommodating to adults in employment and gives those with families the option of bringing their children to

⁵⁹ See: <https://makerlab.ee>

⁶⁰ See: <http://www.kutseharidus.ee/oskuste-oo/>

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the event as well. While the Tartu VEC did not exclude specific audiences, they did not target businesses explicitly.

The school used a mix of communication strategies. Specifically, three main channels were used to reach out to their audiences. First, internet-based communication was used including online webpages for the event as well as social media such as Facebook and Instagram. Secondly, a small number of advertisements were placed in local newspapers and on local radio stations. Lastly, printed leaflets were posted to households living in the city of Tartu.

G.10.3. Interaction with the central EVSW

Interaction between the European Vocational Skills Week and the Vocational Skills Night was relatively limited. This is because the Vocational Skills Night developed its own communication concept and visual identity. Therefore, little to no use was made of the different support toolkits made available by the EVSW. Nevertheless, there was certainly a general sense of awareness of the EVSW and the Vocational Skills Night is still offered within the framework of the EVSW. For example, many of the events taking place as part of the Vocational Skills Night were also added to the EVSW's map and database of activities and events. Furthermore, some references are made to the EVSW and the "Discover Your Talent" brand in some of the national marketing materials and news articles.⁶¹ More generally, the EVSW is also seen as adding value to the overall perspective and meaning of the Vocational Skills Night. This is especially helpful for raising the event's profile and generating additional media attention.

G.10.4. Results and outcomes

In the most recent edition of the Vocational Skills Night (2019), there were approximately 1,400 participants across Estonia. Tartu VEC accounts for a considerable share of these participants as it hosted roughly 500 participants for the evening. The majority of these participants were (working) women with their children. While it is challenging to compare the performance of digital communication strategies as opposed to more traditional print-based strategies, Tartu VEC plans to focus on its digital communications rather than print-based approaches for future editions of the event. The school also found that it was very effective for the event to accommodate both adults and children simultaneously, making it considerably easier to attract working parents to the event.

In terms of its objectives, the Tartu VEC was successful in terms of attracting a relatively high number of participants to give up their free evenings to visit the school and participate in some of its activities. The participants gained some practical skills from the workshops but, more importantly, were made aware of the school and the opportunities it offers in terms of courses and short-term training options. This, in turn, contributed to an improved image of VET and an increased familiarity with the school and its activities. Tartu VEC also collected feedback from the participants of its workshops. While responses were relatively low (under 10%), they were predominantly positive. Those who responded were generally satisfied with the event and indicated they would be willing to come back for future editions. In terms of more long-term impacts, the school is expecting that some of the event attendees will eventually follow courses

⁶¹ See: <https://lounaestlane.ee/oskuste-ool-avavad-kutsekoolid-oma-uksed/>

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or training as a result of their participation. More generally, those who attended past editions obtained an improved perception of vocational education as a result.

G.10.5. Lessons learned and conclusions

Concerning the events at Tartu VEC, its main strength was the entertainment component that was added to the workshops and other educational activities. This is what set Tartu VEC apart from the other participating VET schools since many workshops took place across the country and were therefore not a distinguishing feature. The entertainment component consisted of a small stage with musicians, the school band, and a folk dance group as well as a cocktail bar and a fashion show. This, in addition to the diverse programme of freely offered practical workshops was found to be a successful combination making it attractive for families to attend with their children. Furthermore, it was also felt that the entertainment helped to keep the event exciting and prevent the event from becoming overly serious in nature. The inclusion of an entertainment component in combination with educational and practical aspects could therefore be a useful lesson for other organisers of EVSW national, regional, and local events.

In terms of future editions, Tartu VEC has ambitions to attract 1,000 participants in the next edition. The school has sufficient physical space to host more attendees so the focus will be on offering an even greater diversity of activities and workshops while maintaining the combination with entertainment as well. In past editions, the audience has had a high proportion of women so the school will also consider strategies to attract more males to the event as well. Moreover, the school expressed no intention of starting to target businesses since this would not be appropriate given the concept of the event and focus on the local community. The inclusion of businesses would potentially cause the event to lose its focus and coherence.

Overall, the EVSW was seen as powerful push that motivated the Estonian VET schools to start collaborating in terms of communication and acted as an impetus for the conception of the Vocational Skills Night in Estonia. Therefore, the Vocational Skills Night may never have come into being without the organisation of the EVSW.

Appendix H Zusammenfassung

Ergebnisse und Empfehlungen für zukünftige Ausgaben der Europäischen Woche der Berufsbildung - Zusammenfassung

Dies ist der Abschlussbericht für die Evaluierung der „Ergebnisse und Empfehlungen für zukünftige Ausgaben der Europäischen Woche der Berufsbildung (European Vocational Skills Week, EVSW)“. Die Technopolis Group wurde von der GD EMPL beauftragt, diese Studie unter dem Rahmenvertrag JUST/2015/PR/01/0003 durchzuführen.

Die Ziele dieser Studie, wie sie in der Leistungsbeschreibung dargelegt sind, waren zweifach. Die Studie war darauf ausgerichtet, die Ergebnisse und Wirkungen der Europäischen Woche der Berufsbildung im Hinblick auf die Kontaktaufnahme mit Akteuren und Bürgern auf nationaler/regionaler/lokaler Ebene sowie deren Wirkungen und die Beiträge zur Umsetzung der politischen Agenda der EU im Bereich Berufsbildung zu analysieren und diese Beiträge gegen die investierten finanziellen und personellen Ressourcen abzuwägen. Darüber hinaus zielte die Studie darauf ab, Erkenntnisse aus der Evaluierung umzusetzen und Erkenntnisse aus anderen ähnlichen Initiativen einzubeziehen, um die Zukunft des EVSW-Angebots mitzugestalten.

Die Studie wurde in einem Zeitraum von zehn Monaten zwischen Oktober 2019 und Juli 2020 durchgeführt. Sie nutzte eine Reihe von Forschungsinstrumenten und -methoden, um belastbare Evidenz zu sammeln und fundierte Ergebnisse zu erzielen. Die wichtigsten methodischen Instrumente und Techniken umfassten Desk Research, ein strukturiertes Interviewprogramm, Online-Fragebögen, Fallstudien zu ausgewählten best-practice-Beispielen, Social-Media-Analysen und Online-Validierungsworkshops mit ausgewählten nationalen und internationalen Vertretern, die im Bereich Berufsbildung tätig sind.

Die Studie zielte darauf ab, die von der GD EMPL gestellten Evaluationsfragen zu fünf allgemeinen Themen zu beantworten: Relevanz, Kohärenz, Effektivität, Effizienz und europäischer Mehrwert. In den folgenden Abschnitten werden die wichtigsten Ergebnisse der Studie zusammengefasst und Empfehlungen für die künftigen Ausgaben der EVSW ausgesprochen.

Die Studie kam zum Ergebnis, dass die früheren Ausgaben der EVSW erfolgreich eine relevante Initiative mit äußerst wichtigen Zielen aufgebaut haben, die auf die Bedürfnisse der primären und sekundären Zielgruppen zugeschnitten sind. Die Aktivitäten tragen dazu bei, dass die Interessengruppen ein größeres Bewusstsein für die Berufsbildung und ein positiveres Bild der Berufsbildung haben. Dies sind hochrangige politische Ziele, die von der EU und vielen Mitgliedstaaten geteilt werden. Die Ergebnisse der Studie zeigen, dass nach wie vor ein starker Bedarf an Kommunikation und Förderung der beruflichen Aus- und Weiterbildung sowohl im Bereich berufliche Weiterbildung (CVET) als auch im Bereich berufliche Erstausbildung (IVET) besteht – und zwar im Allgemeinen als auch hinsichtlich der von der EVSW festgelegten Ziele. Eines der grundlegenden Ziele zur Verbesserung des Ansehens der Berufsbildung ist weiterhin besonders relevant und daher zeigt die Evaluierung, dass bei den nächsten Ausgaben der EVSW in diesem Bereich noch mehr Arbeit zu leisten ist.

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Der vielfältige Ansatz hinsichtlich von Aktivitätsarten, die auf die verschiedenen Zielgruppen ausgerichtet sind, ermöglicht es der EVSW, über alle ihre Ziele hinweg Relevanz zu zeigen, und alle konsultierten Interessengruppen stehen hinter der Gesamtmission, das Ansehen der Berufsbildung zu verbessern.

Mit Blick auf die verschiedenen Elemente der EVSW sind die europaweiten Veranstaltungen wie auch die mit der EVSW verbundenen nationalen, regionalen und lokalen Veranstaltungen für die meisten befragten Interessengruppen von großer Bedeutung. Die europaweiten Veranstaltungen spielen eine wichtige Rolle bei der Erleichterung der internationalen Vernetzung, dem Austausch von Ideen und Best-Practice-Beispielen, bei der Information der politischen Entscheidungsträger sowie bei der Schaffung und Aufrechterhaltung einer engagierten Berufsbildungscommunity. Es ist jedoch wichtig zu berücksichtigen, dass für künftige Ausgaben viele andere gut etablierte Plattformen existieren, auf denen sich politische Entscheidungsträger und nationale Agenturen vernetzen und Ideen austauschen können. Die fünf Hauptzielgruppen der EVSW sind bei diesen zentralen Veranstaltungen der EVSW gut vertreten. Dies scheint auch für Forscher aus der Erwachsenenbildung der Fall zu sein, die in den letzten Jahren auch Verbesserungen hinsichtlich der Vertretung von Akteuren der Erwachsenenbildung beobachtet haben.

Die mit der EVSW verbundenen nationalen, regionalen und lokalen Veranstaltungen und Aktivitäten sind entscheidend, um Lernende, Eltern, Lehrer und Unternehmen sowie Anbieter von Bildung und Ausbildung zu erreichen. Diese Gruppen sind Berichten zufolge die Hauptzielgruppen ihrer Veranstaltungen und Aktivitäten. In der Studie wurden keine primären Informationen von den Teilnehmern der EVSW (Eltern, Schülern und Unternehmen) erhoben – das lag außerhalb der Möglichkeiten der Untersuchung. Die verschiedenen assoziierten Personen und zentralen Organisatoren von Veranstaltungen und Aktivitäten sind aber zufrieden in Bezug auf das gezeigte Engagement dieser Zielgruppen. Die Veranstaltungen und Aktivitäten, die unter dem Dach der EVSW sowohl auf zentraler als auch auf nationaler, regionaler und lokaler Ebene organisiert werden, sind nach Angaben der Veranstalter gut auf die Bedürfnisse dieses Publikums zugeschnitten.

Das Engagement der Interessenvertreter spiegelt sich deutlich in der Tatsache wider, dass rund zwei Drittel der mit der EVSW verbundenen nationalen, regionalen und lokalen Veranstalter von Events und Aktivitäten über mehrere Jahre hinweg bei der EVSW tätig waren. Dies impliziert eine zumindest im ersten Jahr erfolgreich umgesetzte Veranstaltung. Darüber hinaus ist die große Anzahl der jährlich von nationalen, regionalen und lokalen mit der EVSW in Verbindung stehenden Veranstaltungen und Aktivitäten ein starker Indikator für die Relevanz der EVSW. Schließlich werden diese Veranstalter aufgefordert, sich auf der EVSW-Website zu registrieren, erhalten jedoch keine direkte Finanzierung durch die EVSW für die Organisation ihrer Veranstaltungen und Aktivitäten.

Kohärenz

Die Vielzahl der Aktivitäten, die unter der Marke EVSW koordiniert und durchgeführt werden, tragen dazu bei, die Bedürfnisse der verschiedenen Zielgruppen zu erfüllen, erschweren jedoch den Aufbau interner Kohärenz. Offensichtlich fehlt die Verbindung zwischen den Aktivitäten, die unter dem Dach der EVSW durchgeführt werden. Während die Studie ergab, dass die Entwicklung der EVSW in den letzten vier Ausgaben zu positiven Ergebnissen bei der Verbesserung der Kohärenz der verschiedenen Aktivitätsbereiche geführt hat, gibt es noch

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Raum für Verbesserungen. Es scheint eine klare Trennung zwischen den europaweiten und den nationalen, regionalen und lokalen Veranstaltungen zu geben, die mit der EVSW in Verbindung stehen. Nur eine Handvoll Interessenvertreter waren sich der verschiedenen EVSW-Elemente und der möglichen Verbindungen zwischen ihnen bewusst.

Aufgrund der Vielfalt der verschiedenen Arten von organisierten Veranstaltungen und Kommunikationsaktivitäten in Verbindung mit der geografischen Verteilung der über ein Kalenderjahr stattfindenden Ereignisse und Aktivitäten ist diese fehlende Verbindung aus Sicht des Einzelnen verständlich. Dies verhindert jedoch, dass weitere Synergien aufgebaut werden, die die Reichweite der und die Teilnahme an der EVSW weiter verbessern könnten.

Die Studienergebnisse zeigen, dass die Koordinierung der Aktivitäten und Veranstaltungen im Zusammenhang mit der EVSW auf nationaler und regionaler Ebene klare Vorteile bietet. In Ungarn, Kroatien oder Estland beispielsweise fungieren nationale Ministerien, Agenturen, Netzwerke oder Arbeitsämter als Veranstaltungskordinatoren und fordern die lokalen Veranstalter auf, aufeinander abgestimmte Veranstaltungen zu registrieren. Sie nutzen häufig bestehende nationale Initiativen und maximieren so den Nutzen von Marken und Bemühungen auf nationaler und EU-Ebene.

Die externe Kohärenz der EVSW mit anderen EU- und internationalen Initiativen wird als gut bewertet. Die wichtigsten Initiativen und Netzwerke sind bereits vorhanden und unterstützen die EVSW. Es gibt jedoch eine sehr lange Liste möglicher weiterer Verbindungen zu relevanten Initiativen, Netzwerken und sektoralen Gremien, insbesondere im Rahmen der europaweiten Veranstaltungen. Mit zusätzlichen Anstrengungen wäre es möglich, noch engere Verbindungen zu Erasmus + herzustellen und damit stärker von den wichtigen und gut etablierten Netzwerken des Programms zu profitieren.

Die Marke EVSW und der Slogan „Discover your talent“ sind ein wichtiges Element der EVSW, und die Studienergebnisse sind in dieser Hinsicht überwiegend positiv. Die meisten Interessenvertreter halten den Slogan für eine gute Wahl. Er spricht junge Menschen an, wie u.a. Jugendorganisationen auch selbst angeben. Obwohl Verbesserungen vorgeschlagen wurden, besteht Einigkeit darüber, dass es wichtiger ist, Kontinuität sicherzustellen und die Sichtbarkeit der Marke und des Slogans weiter zu erhöhen, anstatt Änderungen vorzunehmen. Im Gegensatz dazu sind die jährlichen Themen den Interessenvertretern nicht bekannt oder für sie sichtbar.

Effektivität

Die meisten Elemente der EVSW werden als sehr effektiv angesehen, wobei einige Verbesserungsmöglichkeiten bezüglich der Botschafter hervorgehoben werden. Die europaweiten, die nationalen, regionalen und lokalen Veranstaltungen im Zusammenhang mit der EVSW, die VET Excellence Awards und insbesondere die europäische Kommunikationskampagne erzielten eine hohe Aufmerksamkeit und sind auch deswegen wichtig für die Interessenvertreter.

Die VET Excellence Awards werden sehr positiv bewertet, obwohl weitere Erläuterungen zu den Nominierungs- und Auswahlverfahren erforderlich wären. Insgesamt gelten sie jedoch als sehr inspirierend und motivierend. Das Hervorheben von Best Practices in verschiedenen Bereichen der beruflichen Aus- und Weiterbildung ist ein positiver Aspekt der Awards. Weitere Bemühungen könnten unternommen werden, um sekundäre Zielgruppen besser zu erreichen, obwohl das Ausmaß der aktuellen Reichweite schwer einzuschätzen ist.

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Die europaweiten Veranstaltungen werden von allen Befragten als effektiv und als gut organisiert beschrieben. Gemischte Sitzungen, in denen verschiedene Interessenvertreter Ideen austauschen können, werden als sehr effektiv angesehen. Sie bieten Möglichkeiten zur Vernetzung und zum Informationsaustausch und verbinden gleichzeitig Interessenvertreter auf EU-, nationaler und regionaler Ebene sowie letztendlich Initiativen und Strategien. Die Teilnehmer sahen in den zentralen Veranstaltungen eine wichtige Begegnungsplattform für die europäische Berufsbildungsgemeinschaft, und es erscheint ratsam, eine gewisse Kontinuität anzustreben. Eine Auffrischung der eingeladenen Teilnehmer wäre jedoch willkommen, um die Relevanz der Veranstaltungen aufrechtzuerhalten und neue Diskussionen anzuregen.

Bei der Kommunikationskampagne nutzt die EVSW verschiedene Kommunikationskanäle, um die Anforderungen des Publikums durch die Auswahl der Aktivitäten von Fall zu Fall zu berücksichtigen. Die Social-Media-Kommunikationskampagne hat sich bezüglich der Reichweite gut entwickelt. Insbesondere im Vergleich zu den gesetzten Zielen zeigt sich eine Verbesserung gegenüber dem Vorjahr. Kostenpflichtige Outreach-Maßnahmen haben effizient funktioniert, und die Kampagne erzielte einen hohen Wirkungsgrad, von Impressions bis zu Videoansichten. Die Gesamtreichweite scheint insbesondere in den letzten Jahren hoch zu sein. Im Gegensatz dazu schnitt die Kampagne weniger gut ab, wenn Maßnahmen für ein effektives Engagement und Sensibilisierung in Betracht gezogen wurden. Um jedoch einen strategischeren Ansatz zu gewährleisten, der von der Nutzung aller verfügbaren Kanäle profitiert, ist ein besseres Verständnis der Zielgruppen und ihres Verhaltens beim Zugriff auf Informationen erforderlich. Es besteht auch die Notwendigkeit, den wachsenden Anforderungen an personalisierte Informationen nachzukommen.

Von allen Elementen sind die EVSW-Botschafter am wenigsten bekannt. Weil Ihre Aufgabe unklar ist, beschäftigen sich die Interessenvertreter weniger mit ihnen. Die Botschafter haben der Kommunikationskampagne aber einen Mehrwert verliehen, wenn sowohl qualitative als auch quantitative Indikatoren berücksichtigt werden: Ihre Wirkung im Bereich Social Media war gut, insbesondere im Jahr 2016. Die Botschafter sind grundsätzlich relevant, es gibt jedoch Raum für Verbesserungen bei ihrer Auswahl, Effektivität und Art des Engagements für die EVSW.

Die involvierte Interessenvertreter äußern sich angesichts der Effektivität der EVSW insgesamt sehr positiv. Die Studie kam zu dem Schluss, dass die EVSW in der Lage war, die Wahrnehmung der Berufsbildung bei ihren Zielgruppen zu verbessern, und dass die nationalen, regionalen und lokalen Veranstaltungen und Aktivitäten im Zusammenhang mit der EVSW ihre Zielgruppen motiviert haben, Maßnahmen zu ergreifen. Während es einige Jahre dauern kann, bis sich Veränderungen in der öffentlichen Wahrnehmung der Berufsbildung bemerkbar machen, da die EVSW erst seit einigen Jahren besteht, hat sie es geschafft, sich zu einer gut ausgebauten Plattform für die Community der europäischen Berufsbildungsgemeinschaft zu entwickeln.

Effizienz

Auch in Bezug auf die Effizienz der EVSW sind die Studienergebnisse überwiegend positiv. Die Effizienz der Social-Media-Kampagne scheint anderen ähnlichen Kampagnen zu ähneln, und einige Kennzahlen schneiden sogar etwas besser ab. Die Kampagne ist jedoch erfolgreicher bei der Reichweite als beim Engagement, was einen Verbesserungsbereich für die zukünftigen Ausgaben darstellt.

Die unterschiedlichen europaweiten Veranstaltungsorte und die Verknüpfung mit der europäischen Ratspräsidentschaft geben der EVSW einen guten Fokus und werden als positiver

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Beitrag zur Umsetzung angesehen. Die EVSW kann auf diese Weise länderspezifische Erkenntnisse und bewährte Verfahren einbringen, bestimmte Länder vorstellen und so die Möglichkeiten für den Erfahrungsaustausch erhöhen. Dies wirkt sich auch positiv auf die zunehmende Anzahl von Veranstaltungen und Aktivitäten im Präsidenschaftsland aus, obwohl der Standort keine Auswirkungen auf andere Länder zu haben scheint und der anfängliche Anstieg in den Ausrichterländern in den folgenden Jahren wieder abzunehmen scheint. Die verfügbaren Mittel zur Deckung der Reise- und Unterbringungskosten für eingeladene Teilnehmer an den europaweiten Veranstaltungen sind ein wichtiger Faktor, der die Entscheidung potenzieller Teilnehmer zur Teilnahme beeinflusst.

Obwohl es keine Finanzierung für die nationalen, regionalen und lokalen Veranstaltungen und Aktivitäten der EVSW gibt, scheinen die Veranstalter jedoch im Allgemeinen über ausreichende Ressourcen zu verfügen, um ihre Aktivitäten zu finanzieren. Insbesondere die Kombination der Aktivitäten und Veranstaltungen im Zusammenhang mit der EVSW mit anderen Projekten wie Erasmus + bietet einen nützlichen Rahmen, auf den sich auch zukünftige Aktivitäten stützen könnten.

Der Zeitpunkt der EVSW selbst löst keine Kritik aus, daher ist es nicht erforderlich, sie zu verschieben. Zumal es die EVSW nun lange genug gibt, damit Organisationen sie in ihren Kalendern vermerken und so jedes Jahr ungefähr zur gleichen Zeit mit der Vorbereitung beginnen können. Gleichzeitig hat das Timing bzw. das nicht-Timing der mit der EVSW verbundenen nationalen, regionalen und lokalen Veranstaltungen einige Verwirrung gestiftet und würde von weiteren Erläuterungen und Informationen profitieren.

Mehrwert für die EU

Die Studie kam zu dem Schluss, dass die Kommunikation rund um die EVSW erfolgreich dazu beigetragen hat, ein größeres Bewusstsein für die Berufsbildung zu schaffen und das Bewusstsein für die Politik und die Themen im Bereich Berufsbildung in der EU zu stärken. Insgesamt bestehen relativ enge Verbindungen zu den Zielen der EVSW und damit zu den Prioritäten auf der politischen Ebene der EU. Die EVSW ermöglicht die Herstellung von Verbindungen zwischen der EU-Politik und der nationalen, regionalen und lokalen Berufsbildungspolitik und -praxis.

Für die Interessenvertreter, die an den europaweiten Veranstaltungen teilgenommen haben, wurden das Networking, Lernen und der Austausch bewährter Verfahren als die wichtigsten Wirkungen der EVSW angesehen. Es wurden positive Meinungen hinsichtlich der Schaffung eines positiveren Bildes der EU insgesamt und eines größeren Bewusstseins und eines höheren Werts der Berufsbildung geäußert. Ungeachtet der Bedeutung dieser hervorgehobenen Vorteile stellt sich weiterhin die Frage, inwieweit die sekundären Zielgruppen durch diese zentralen Ereignisse und ihre Botschaften erreicht werden.

Die Studie ergab weiterhin, dass die meisten nationalen, regionalen und lokalen Veranstaltungen auch ohne die EVSW organisiert würden. Die EVSW trägt jedoch dazu bei, in einer bestimmten Woche viel Sichtbarkeit für die Berufsbildung zu schaffen, und dies ist mehr als jeder einzelne Mitgliedsstaat alleine erreichen könnte. Die zentrale gesamteuropäische Veranstaltung und Kommunikationskampagne trägt auch dazu bei, ein breiteres Publikum zu erreichen, als dies bei nationalen, regionalen oder lokalen Veranstaltungen der Fall sein könnte, und erhöht zuletzt die Glaubwürdigkeit und Attraktivität nationaler, regionaler und in gewissem Maße auch lokaler Veranstaltungen. Die meisten Interessengruppen begrüßen, dass

sie von der Marke der Initiative auf europäischer Ebene profitieren, aber die Höhe des von der EVSW generierten Mehrwerts variiert je nach Land.

Empfehlungen

Basierend auf den Ergebnissen der Studie empfehlen wir der GD EMPL fünf Maßnahmen, die für die künftigen Ausgaben der EVSW berücksichtigt werden sollten.

Erhöhung der internen Kohärenz der Aktivitäten im Zusammenhang mit der EVSW und Einbeziehung der internationalen Koordinatoren

Es sollten klarere Verbindungen zwischen der Kommunikationskampagne und den Aktivitäten vor Ort, sowohl auf europäischer als auch auf nationaler, regionaler und lokaler Ebene, geschaffen werden. Darüber hinaus müssen die relevanten Interessenvertreter unterstützt werden, um sich mit den Kampagneninhalten vertraut zu machen, indem mehr Orientierungshilfen bereitgestellt werden. Dies kann entweder durch die Ernennung nationaler Koordinatoren beim ausführenden Auftragnehmer geschehen, die potenziellen Veranstaltern in den Landessprachen besondere Unterstützung bieten, oder durch die Unterstützung der Einführung solcher Rollen in den verschiedenen Ländern.

Die Social-Media-Kampagne muss stärker auf Engagement ausgerichtet sein

Zur Förderung des Engagements müssen mehr Inhalte erstellt werden, die auf die Bedürfnisse und Kommunikationsgewohnheiten der verschiedenen Zielgruppen zugeschnitten sind. Es sollte mehr visuelle Inhalte geben, die an junge Menschen und ihre bevorzugten Social-Media-Kanäle angepasst sind, einschließlich besser gestalteter Videos und mehr visueller Inhalte für Instagram. Um spezialisierte Gruppen zu erreichen und einzubeziehen, sollten Berufsverbände einbezogen werden, anstatt die Reichweite kostenpflichtiger sozialer Medien zu erhöhen.

Die Rolle der Botschafter überdenken und Klarheit und Verständnis bezüglich dieser Rolle schaffen

Die Rolle der Botschafter ist den Interessenvertretern am wenigsten klar. Dabei wird die grundsätzliche Funktion bzw. die Idee, Personen auszuwählen, die als Vorbilder fungieren, nicht infrage gestellt. Die GD EMPL sollte jedoch ihre Auswahl, Wirksamkeit und Positionierung innerhalb der EVSW überdenken, damit sich Interessensvertreter mehr mit den Botschaftern beschäftigen. Zu den vorgebrachten Ideen gehört die Ernennung berühmter Personen und mehr junger Menschen als Botschafter und Preisträger, was eine gute Möglichkeit wäre, die Beteiligung von Jugendlichen zu erhöhen, oder die gepaarte Auswahl von Lernende mit Arbeitgebern aus jedem Land für die Botschafterrolle.

Gewährleistung eines konsistenteren Monitoring und Berichterstattung über die Ergebnisse, die durch verschiedene Aktivitäten unter dem Dach der EVSW erzielt wurden

Für die zukünftigen Ausgaben sollte eine maßgeschneiderte Berichterstattung eingeführt werden. Die GD Comm hat an der Harmonisierung von Indikatoren gearbeitet, die für die verschiedenen Kommunikationsaktivitäten gesammelt werden sollen, wie im Communication Network Indicators-Dokument zusammengefasst. Diese Indikatoren sollten zusammen mit zusätzlichen internen Kennzahlen und Indikatoren verwendet werden, die auf den früheren Erfahrungen der GD Comm mit Unternehmenskampagnen basieren. Die harmonisierte Verwendung dieser Indikatoren würde eine effizientere Berichterstattung ermöglichen und das Benchmarking über die verschiedenen Aktivitäten hinweg erleichtern sowie die erforderlichen Änderungen und Anpassungen identifizieren.

Überdenken des zukünftigen Formats der EVSW

Angesichts der anhaltenden COVID-19-Pandemie muss der Ansatz zur Organisation von Veranstaltungen und Aktivitäten geändert werden, da große öffentliche Versammlungen nur eingeschränkt möglich sind und sich die Einstellung der Menschen zur Teilnahme an ihnen ändert. Während diese Maßnahmen sich kurzfristig bis zur Abschwächung der Auswirkungen von COVID-19 auswirken könnten, könnten sie genauso gut Teil einer „neuen Realität“ sein, wenn es um künftige groß angelegte Kommunikationskampagnen geht.

Um die Auswirkungen von Covid-19 kurzfristig abzuschwächen, muss auf ein Hybridmodell umgestellt werden, bei dem von Anfang an ein bestimmter Teil online und nur ein bestimmter Teil vor Ort geplant wird. Die Veranstaltungen und Aktivitäten vor Ort sollten nationale, regionale und lokale COVID-19-Richtlinien berücksichtigen. Nachdem es unklar ist, wann oder ob neue Infektionswellen in Europa auftreten werden, sollten alle geplanten Veranstaltungen vor Ort mit Notfallplänen kombiniert werden, um bestimmte Komponenten online durchzuführen und/oder bestimmte Elemente praktisch unabhängig davon stattfinden zu lassen.

Durch die Verwendung von Live-Streams können Webinare und Videokonferenzen den Veranstaltungen und Aktivitäten, insbesondere den europäischen Veranstaltungen, eine gewisse Widerstandsfähigkeit verleihen. Für die nationale, regionale und lokale Ebene war jedoch aufgrund der Art der Aktivitäten die persönliche Interaktion ausschlaggebend, was online nur schwer zu ersetzen wäre.

Langfristig empfehlen wir der GD EMPL, eine Interessenvertreter zu konsultieren, um zu prüfen, inwieweit Teile der EVSW in einem hybriden Format organisiert werden könnten/sollten und welche Teile online organisiert werden könnten. Es muss festgelegt werden, welche Elemente online gut und effizient funktionieren und welche Elemente online nicht bereitgestellt werden können. Es sollte ein Vorschlag für Szenarien entwickelt werden, die von vollständig online bis hybrid reichen, um die Fortführung der EVSW unter möglicherweise unterschiedlichen Umständen zu garantieren. Im Idealfall wird so die Bedeutung und Durchführbarkeit der verschiedenen Veranstaltungsarten priorisiert, segmentiert und bewertet und gleichzeitig über alternative Ansätze reflektiert, die auch die Ziele der EVSW unterstützen.

Appendix I Résumé analytique

Réalisations de la Semaine européenne des compétences professionnelles et recommandations pour les éditions futures - Résumé analytique

Il s'agit du rapport final d'évaluation des «Réalizations et recommandations de la Semaine européenne des compétences professionnelles (EVSW) pour les éditions futures». Technopolis Group a été mandaté par la DG EMPL pour réaliser cette étude dans le cadre du contrat-cadre JUST / 2015 / PR / 01/0003.

Les objectifs de cette étude, tels qu'énoncés dans les termes de référence, étaient doubles. L'étude visait à analyser les réalisations et les impacts de la Semaine européenne des compétences professionnelles en termes de sensibilisation des parties prenantes et des citoyens au niveau national / régional / local, ainsi que leur impact, les contributions à la mise en œuvre de l'agenda politique de l'UE dans le domaine de l'enseignement et la formation professionnels (EFP) et évaluer ces contributions par rapport aux ressources financières et humaines investies. En outre, l'étude visait à appliquer les leçons tirées de l'évaluation et à inclure les leçons d'autres initiatives similaires pour aider à façonner l'avenir de l'offre EVSW.

L'étude a été menée sur une période de dix mois entre octobre 2019 et juillet 2020. Elle a utilisé une gamme d'outils et de méthodes de recherche pour recueillir des preuves solides et parvenir à des résultats bien fondés. Les principaux outils et techniques méthodologiques utilisés comprenaient une recherche documentaire, un programme d'entretiens structurés, des enquêtes par questionnaire en ligne, des études de cas sur une sélection d'exemples de bonnes pratiques, une analyse des médias sociaux et des ateliers de validation en ligne avec des représentants nationaux et internationaux sélectionnés actifs dans le domaine de EFP.

L'étude visait à répondre aux questions d'évaluation posées par la DG EMPL à travers cinq grands thèmes: pertinence, cohérence, efficacité, efficacité et valeur ajoutée européenne. Les paragraphes suivants résument les principales conclusions de cette étude et mettent en évidence les recommandations formulées pour les prochaines éditions de l'EVSW.

Pertinence

L'étude a conclu que les éditions précédentes de l'EVSW ont réussi à mettre en place une initiative pertinente avec des objectifs très importants répondant aux besoins des publics cibles primaires et secondaires. Les activités contribuent à ce que les parties prenantes aient une plus grande conscience et une image plus positive associée à EFP, qui sont des objectifs politiques de haut niveau partagés par l'UE et de nombreux États Membres. Les résultats de l'étude soulignent qu'il existe toujours un besoin important de communication et de promotion sur l'enseignement et la formation professionnels, tant au niveau de l'enseignement et la formation professionnels continus (EFPC) que de l'enseignement et la formation professionnels initiaux (EFPI) en général, ainsi que conformément aux objectifs fixés par l'EVSW. L'un des objectifs fondamentaux de l'amélioration de l'image de l'EFP reste particulièrement valable et l'évaluation indique donc qu'il reste du travail à faire dans ce domaine dans les prochaines éditions d'EVSW.

L'approche variée, en termes de types d'activités ciblées sur l'éventail des publics cibles, permet au SVEE d'être pertinent dans tous ses objectifs, et toutes les parties prenantes consultées se rassemblent derrière la mission globale de valorisation de l'image de l'EFP.

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L'examen des différents éléments du EVSW, les événements paneuropéens et les événements nationaux, régionaux et locaux associés au EVSW sont d'une grande importance pour la plupart des parties prenantes interrogées. Les événements paneuropéens ont un rôle important à jouer en facilitant le réseautage international, en échangeant des idées et des exemples de bonnes pratiques, en informant les décideurs politiques et en créant et en maintenant une communauté d'EFP engagée. Il est cependant important de considérer pour les éditions futures, qu'il existe de nombreuses autres plates-formes existantes bien établies permettant aux décideurs et aux agences nationales de réseauter et d'échanger des idées. Les cinq principaux groupes cibles de l'EVSW sont bien représentés dans ces événements centraux de l'EVSW. Cela semble également être le cas pour les chercheurs de l'éducation des adultes qui ont également exprimé des améliorations en ce qui concerne la représentation des acteurs de l'éducation des adultes au cours des dernières années.

Les événements et activités nationaux, régionaux et locaux associés à l'EVSW sont essentiels pour atteindre les apprenants, les parents, les enseignants et les entreprises ainsi que les prestataires d'éducation et de formation. Ces groupes seraient les principaux publics cibles de leurs événements et activités. L'étude n'a pas recherché d'informations primaires auprès des participants à l'EVSW - atteindre les parents, les étudiants et les entreprises en général n'était pas faisable dans le cadre de l'étude - mais le niveau d'engagement rapporté des publics cibles visés parmi les différents et les organisateurs centraux d'événements et d'activités. Les événements et activités organisés sous l'égide de l'EVSW, tant au niveau central que national, régional et local, sont bien adaptés aux besoins de ces publics selon les organisateurs.

L'engagement des parties prenantes est clairement démontré par le fait qu'environ plus des 2/3 des organisateurs d'événements et d'activités nationaux, régionaux et locaux associés au EVSW sont engagés dans le EVSW depuis plusieurs années. Cela implique un événement mis en œuvre avec succès par eux au moins la première année. En outre, le grand nombre d'événements et d'activités associés à l'EVSW aux niveaux national, régional et local organisés chaque année sont des indicateurs solides de la pertinence de l'EVSW, par conséquent, ces organisateurs sont encouragés à s'inscrire sur le site Web de l'EVSW, mais ne reçoivent pas de financement direct via le EVSW pour l'organisation de leurs événements et activités.

La cohérence

La grande variété d'activités coordonnées et mises en œuvre sous la marque EVSW permet de répondre aux besoins des différents publics cibles, mais rend difficile la création d'une cohérence interne. Il y a un manque apparent de lien entre l'ensemble des activités menées sous l'égide du EVSW. Bien que l'étude ait révélé que l'évolution de l'EVSW au cours des quatre dernières éditions a donné des résultats positifs dans l'amélioration de la cohérence des différents volets d'activités, il y a encore place à l'amélioration. Il semble y avoir une nette déconnexion entre les événements paneuropéens et nationaux, régionaux et locaux associés à l'EVSW. Seule une poignée de parties prenantes étaient au courant des différents éléments du EVSW et des liens potentiels entre eux.

En raison de la diversité des différents types d'événements organisés et d'activités de communication, associée à la nature géographiquement dispersée des événements et activités associées se déroulant au cours d'une année civile, une telle déconnexion est compréhensible du point de vue des individus. Cependant, cela empêche de créer de nouvelles synergies, qui pourraient encore améliorer la portée et l'engagement avec le EVSW.

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Les résultats de l'étude soulignent qu'il y a des avantages évidents à coordonner les activités et événements liés au SVEV aux niveaux national et régional. Par exemple, en Hongrie, en Croatie ou en Estonie, les ministères nationaux, les agences, les réseaux ou les bureaux de l'emploi agissent en tant que coordinateurs d'événements et exhortent les organisateurs locaux d'événements à enregistrer des événements alignés. Ils capitalisent souvent sur les initiatives nationales existantes et maximisent ainsi les avantages de l'image de marque et des efforts au niveau national et européen.

La cohérence externe de l'EVSU avec d'autres initiatives européennes et internationales est considérée comme bonne. Les initiatives clés et les réseaux les plus importants sont déjà présents et contribuent à l'EVSU. Cependant, il existe une très longue liste de connexions et de liens supplémentaires potentiels à établir avec des initiatives, des réseaux et des organismes sectoriels pertinents, en particulier dans le cadre des événements paneuropéens. Des efforts supplémentaires seraient les bienvenus pour créer des liens encore plus renforcés avec Erasmus + en raison de son importance et des réseaux importants et bien établis qu'Erasmus + a déjà mis en place.

La marque EVSU et le slogan «Découvrez votre talent» sont un élément important de l'EVSU, et les résultats de l'étude sont largement positifs à cet égard. La plupart des parties prenantes considèrent le slogan comme un bon choix. Il s'adresse aux jeunes, une déclaration que les organisations de jeunesse elles-mêmes ont également approuvée. Bien que des améliorations aient été suggérées, il existe un consensus sur le fait qu'il est plus important de maintenir la continuité et d'accroître encore la visibilité de la marque et du slogan, au lieu d'apporter des changements. En revanche, les thèmes annuels ne sont ni connus ni visibles des parties prenantes.

Efficacité

La plupart des éléments de l'EVSU sont considérés comme très efficaces, avec une marge d'améliorations soulignée en particulier pour les ambassadeurs. Les événements paneuropéens, les événements nationaux, régionaux et locaux associés à l'EVSU, les prix d'excellence de la formation professionnelle et la campagne de communication européenne en particulier ont un niveau élevé de sensibilisation et une importance associée pour les parties prenantes.

Les prix d'excellence d'EFP sont jugés très positifs, même si des éclaircissements supplémentaires sur les procédures de nomination et de sélection seraient nécessaires. Dans l'ensemble, cependant, ils sont considérés comme très inspirants et motivants. La mise en évidence des meilleures pratiques dans une gamme de domaines différents de l'enseignement et de la formation professionnels est un aspect positif des prix. Des travaux supplémentaires pourraient être réalisés pour mieux atteindre les publics cibles secondaires, bien que l'étendue de la portée actuelle soit difficile à évaluer.

Les événements paneuropéens sont considérés comme efficaces par toutes les personnes interrogées, qui les trouvent généralement bien organisés. Les sessions mixtes, où différentes parties prenantes peuvent échanger des idées, sont jugées très efficaces. Ils offrent des opportunités de réseautage et d'échange d'informations, tout en mettant en relation les parties prenantes au niveau européen et national et régional, et finalement les initiatives et les politiques. Les participants ont vu les événements centraux comme une réunion importante

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pour la communauté européenne de l'EFPP, et il semble prudent de viser une certaine continuité. Un rafraîchissement des participants invités serait cependant le bienvenu pour maintenir la pertinence des événements et déclencher de nouvelles discussions.

Dans la campagne de communication, l'EVSU utilise différents canaux de communication prenant en compte les demandes des publics à travers les choix d'activités au cas par cas. La campagne de communication sur les réseaux sociaux a bien fonctionné en termes de rayonnement. Surtout par rapport aux objectifs fixés, montrant des améliorations d'année en année. La diffusion payante a fonctionné efficacement et la campagne a atteint un niveau élevé de conversion des impressions en visionnages de vidéos. La portée totale gagnée semble être élevée, surtout dans les dernières années. En revanche, la campagne a moins bien fonctionné lors de l'examen des mesures d'engagement et de sensibilisation efficaces. Cependant, pour garantir une approche plus stratégique qui bénéficie de l'utilisation de la gamme complète des canaux disponibles, il faut une compréhension plus sophistiquée des publics cibles et de leurs comportements par rapport à l'accès à l'information. Il est également nécessaire de répondre aux demandes d'informations plus personnalisées, qui ne cessent de croître.

Parmi tous les éléments, les ambassadeurs EVSU sont les moins connus. En raison de ce manque de compréhension de leur rôle, les parties prenantes s'engagent moins avec elles. Les ambassadeurs ont apporté une valeur ajoutée à la campagne de communication en considérant les indicateurs qualitatifs et quantitatifs. Leur rayonnement a bien fonctionné du point de vue des médias sociaux, en particulier en 2016. La pertinence de leur rôle n'est pas remise en question, mais il y a place à l'amélioration dans leur sélection, leur efficacité et leur mode d'engagement avec EVSU.

Dans l'ensemble, si l'on considère l'efficacité de l'EVSU, les parties prenantes engagées sont très positives. L'étude a conclu que l'EVSU était en mesure d'améliorer les perceptions de l'EFPP de ses publics cibles et que les événements et activités nationaux, régionaux et locaux liés à l'EVSU avaient motivé leurs publics cibles à agir en conséquence. Alors que les changements dans la perception publique de l'EFPP peuvent prendre plusieurs années à se concrétiser, étant donné que l'EVSU n'existe que depuis quelques années, il a réussi à devenir une plate-forme bien développée permettant à la communauté européenne d'EFPP de se rassembler.

Efficiences

En termes d'efficacité de l'EVSU, les résultats de l'étude sont également majoritairement positifs. L'efficacité de la campagne sur les réseaux sociaux semble être en ligne avec d'autres campagnes similaires et certaines mesures fonctionnent même légèrement mieux. La campagne, cependant, est plus forte en termes de portée que d'engagement, ce qui est un domaine à améliorer pour les prochaines éditions.

La diversité des lieux des événements paneuropéens, et le lien avec la présidence européenne, donne une bonne orientation à l'EVSU et est considérée comme ayant une contribution positive à la mise en œuvre. Il permet à l'EVSU d'apporter plus d'informations et de meilleures pratiques spécifiques à chaque pays, mettant en valeur des pays particuliers et augmentant ainsi les opportunités d'échange d'expériences. Il a également un effet positif en termes d'augmentation du nombre d'événements et d'activités organisés dans le pays qui exerce la présidence, bien que l'emplacement ne semble pas avoir d'effet sur les autres pays et que la première augmentation semble quelque peu diminuer au cours des années consécutives. Le financement disponible pour couvrir les frais de voyage et d'hébergement

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des participants invités aux événements paneuropéens est un facteur important qui influence la décision des participants potentiels de participer ou non.

Bien qu'il n'y ait pas de financement associé aux événements et activités nationaux, régionaux et locaux associés à l'EVSW, les organisateurs semblent disposer en général de ressources suffisantes pour couvrir leurs activités. En particulier, la combinaison des activités et événements liés au EVSW avec d'autres projets tels qu'Erasmus + fournit un cadre utile sur lequel les activités futures pourraient également s'appuyer.

Le calendrier de l'EVSW lui-même ne suscite aucune critique, il n'est donc pas nécessaire de le déplacer. D'autant plus que l'EVSW dure depuis assez longtemps pour que les organisations inscrivent cela dans leur agenda et puissent donc commencer à se préparer à peu près à la même période chaque année. Dans le même temps, le calendrier ou plus précisément le non-calendrier des événements nationaux, régionaux et locaux associés à l'EVSW a causé une certaine confusion et gagnerait à obtenir davantage d'explications et d'informations.

Valeur ajoutée européenne

L'étude a conclu que la communication autour de l'EVSW a réussi à générer une plus grande sensibilisation à l'EFP et à améliorer la connaissance de la politique et des thèmes de l'EFP de l'UE. Dans l'ensemble, il existe des liens assez forts avec les objectifs de la SVEE et donc avec les priorités politiques de l'UE. L'EVSW permet d'établir des liens entre la politique de l'UE et les politiques et pratiques nationales, régionales et locales en matière d'EFP.

Pour les parties prenantes qui ont participé aux événements paneuropéens, le réseautage, l'apprentissage et le partage des meilleures pratiques ont été considérés comme les principaux impacts de l'EVSW. Des sentiments positifs ont été mentionnés concernant la création d'une image plus positive de l'UE dans son ensemble et l'établissement d'une plus grande prise de conscience et de valeur associée à l'EFP. Nonobstant l'importance de ces avantages mis en évidence, un point d'interrogation demeure dans quelle mesure les publics cibles secondaires sont atteints par ces événements centraux et leurs messages.

L'étude a également révélé que la plupart des événements nationaux, régionaux et locaux seraient également organisés en l'absence de l'EVSW, mais l'EVSW contribue à créer beaucoup de visibilité pour l'EFP dans une semaine donnée et que c'est plus que ce qu'un État membre pourrait atteindre seul. Les événements centraux paneuropéens et la campagne de communication aident également à atteindre un public plus large que les événements nationaux, régionaux ou locaux ne pourraient à eux seuls, ainsi qu'à ajouter de la crédibilité et de l'attrait aux événements nationaux, régionaux et, dans une certaine mesure, aux événements locaux. L'importance de bénéficier de la marque d'une initiative au niveau européen est appréciée par la plupart des parties prenantes, mais le niveau de la valeur ajoutée générée par l'EVSW varie selon les pays.

Recommandations

Sur la base des résultats de l'étude, cinq recommandations ont été avancées pour que la DG EMPL les examine pour les prochaines éditions du EVSW.

Accroître la cohérence interne des activités liées au EVSW et engager les coordinateurs nationaux à le faire

Fournir des liens plus clairs entre la campagne de communication et les activités sur le terrain aux niveaux paneuropéen et national, régional et local. En outre, il est nécessaire de fournir

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une aide aux parties prenantes concernées pour qu'elles s'impliquent dans le contenu de la campagne en fournissant davantage de conseils. Cela peut être fait soit en nommant des coordinateurs nationaux chez le contractant chargé de la mise en œuvre qui peuvent fournir une assistance dédiée aux organisateurs potentiels d'événements dans les langues nationales, soit en soutenant la création de tels rôles dans les différents pays.

La campagne sur les réseaux sociaux doit être davantage concentrée sur l'engagement

Pour favoriser l'engagement, il est nécessaire de créer davantage de contenu adapté aux besoins et aux habitudes de communication des différents publics cibles. Il devrait y avoir plus de contenu visuel adapté aux jeunes et à leurs canaux de médias sociaux préférés, y compris des vidéos mieux conçues et plus de contenu visuel pour Instagram. Pour atteindre et engager des groupes spécialisés, les organisations professionnelles devraient être impliquées, au lieu d'augmenter la portée des médias sociaux rémunérés.

Repenser le rôle des ambassadeurs et assurer la clarté et la compréhension partagée autour d'eux

Le rôle des ambassadeurs est le moins clair pour les parties prenantes. La pertinence de leur rôle, ou plus spécifiquement l'idée d'avoir des individus engagés qui pourraient être des modèles de rôle n'est pas remise en question, mais la DG EMPL devrait reconsidérer leur sélection, leur efficacité et leur positionnement au sein du EVSW pour aider à s'engager avec eux. Les idées avancées incluent des personnes célèbres, plus de jeunes comme ambassadeurs et lauréats, ce qui serait un bon moyen d'augmenter la participation des jeunes ou d'avoir des paires d'un apprenant et d'un employeur de chaque pays pour le rôle d'ambassadeur.

Assurer un suivi et un compte rendu plus cohérents des résultats obtenus à travers les différents volets d'activités dans le cadre du SVEE

Pour les éditions futures, des rapports plus personnalisés devraient être introduits. La DG Comm a travaillé sur l'harmonisation des indicateurs à collecter pour les différentes activités de communication, comme résumé dans le document sur les indicateurs du réseau de communication. Ces indicateurs, ainsi que des mesures et des indicateurs internes supplémentaires basés sur l'expérience antérieure de la DG Comm en matière de campagnes d'entreprise, devraient être utilisés. L'utilisation de ces indicateurs de manière harmonisée permettrait de rendre compte plus efficient et faciliterait l'analyse comparative entre les différentes activités, ainsi que d'identifier les changements et ajustements nécessaires.

Repenser le format de l'EVSW pour l'avenir

À la lumière de la pandémie COVID-19 en cours, l'approche de l'organisation d'événements et d'activités doit être modifiée, compte tenu des restrictions imposées aux grands rassemblements publics ainsi qu'en raison des changements d'attitude des gens à y participer. Si ces mesures s'appliqueraient à l'atténuation de l'impact du COVID-19 sur l'organisation et la mise en œuvre du EVSW à court terme, elles pourraient bien faire partie d'une «nouvelle réalité» en ce qui concerne les futures campagnes de communication à grande échelle.

À court terme pour atténuer l'impact de Covid-19, il est nécessaire de passer à un modèle hybride, où une certaine proportion est prévue dès le départ pour être dans des environnements virtuels en ligne et seulement une certaine proportion prévue pour avoir lieu en physique. Les événements et activités physiques doivent tenir compte des directives

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nationales, régionales et locales relatives au COVID-19. Étant donné que l'Europe reste incertaine quant au moment ou au moment où de nouvelles vagues d'infection se produiront, tous les événements physiques planifiés devraient être accompagnés de plans d'urgence pour mettre en ligne certains composants et / ou pour que certains éléments se produisent pratiquement indépendamment.

L'utilisation de flux en direct, de webinaires et de vidéoconférences peut attribuer un certain degré de résilience aux événements et activités, en particulier pour les événements européens. Cependant, pour les niveaux national, régional et local en raison de la nature des activités, l'interaction en face à face a été la clé, ce qui serait plutôt difficile à recréer en ligne.

À long terme, nous recommandons que la DG EMPL consulte les parties prenantes pour réfléchir à la mesure dans laquelle les parties de l'EVSU pourraient / devraient être organisées dans un format hybride et quelles parties devraient être organisées en ligne. Il faut déterminer quels éléments fonctionneraient bien et efficacement en ligne, quels éléments ne peuvent pas être fournis en ligne. Une proposition devrait être élaborée pour des scénarios allant du mode entièrement en ligne à l'hybride afin de garantir la poursuite de l'EVSU dans des circonstances différentes possibles. Idéalement, le travail hiérarchiserait, segmenterait et évaluerait l'importance et la faisabilité des différents types d'événements, tout en réfléchissant sur des approches alternatives qui soutiennent également les objectifs de l'EVSU.

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