



**Vocational Excellence & CoVEs:
Working together towards high-quality,
innovative, local and international
skills ecosystems.**

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(16-20 February 2026)

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ETF NETWORK FOR EXCELLENCE
(ENE 2020- onwards)

ETF+EU+ INTERNATIONAL PARTNERS (2021-2027)

POLICY LEARNING (& ANALYSIS) - POLICY ADVICE- (MONITORING POLICY DEVELOPMENTS -ETF PCs-)

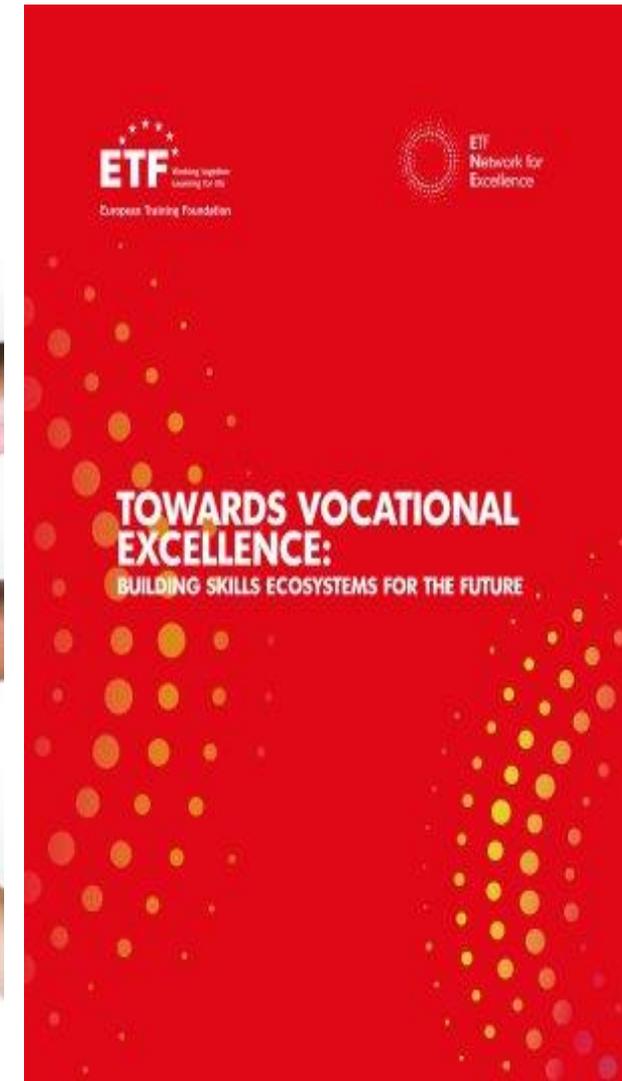
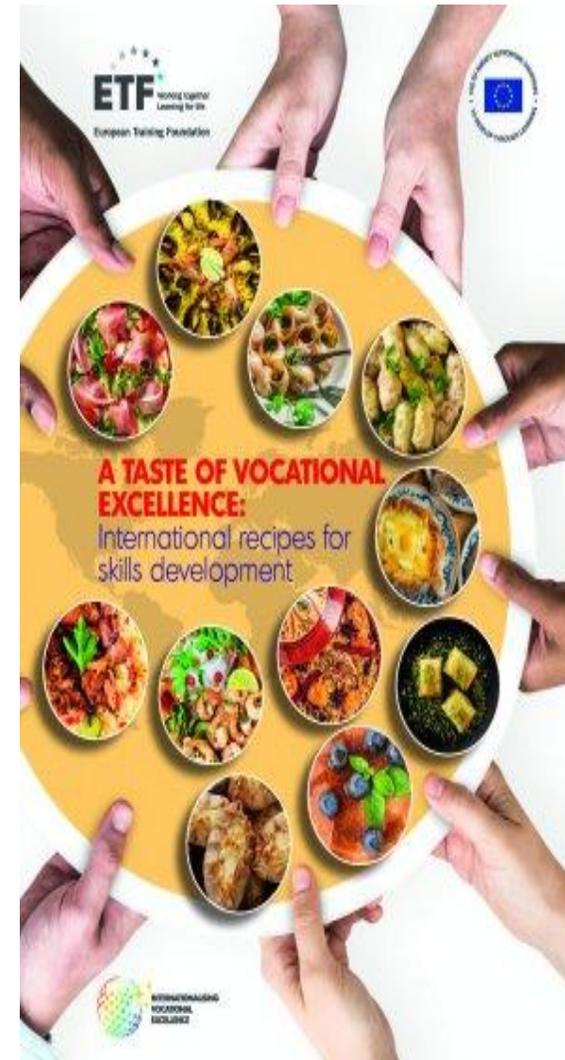
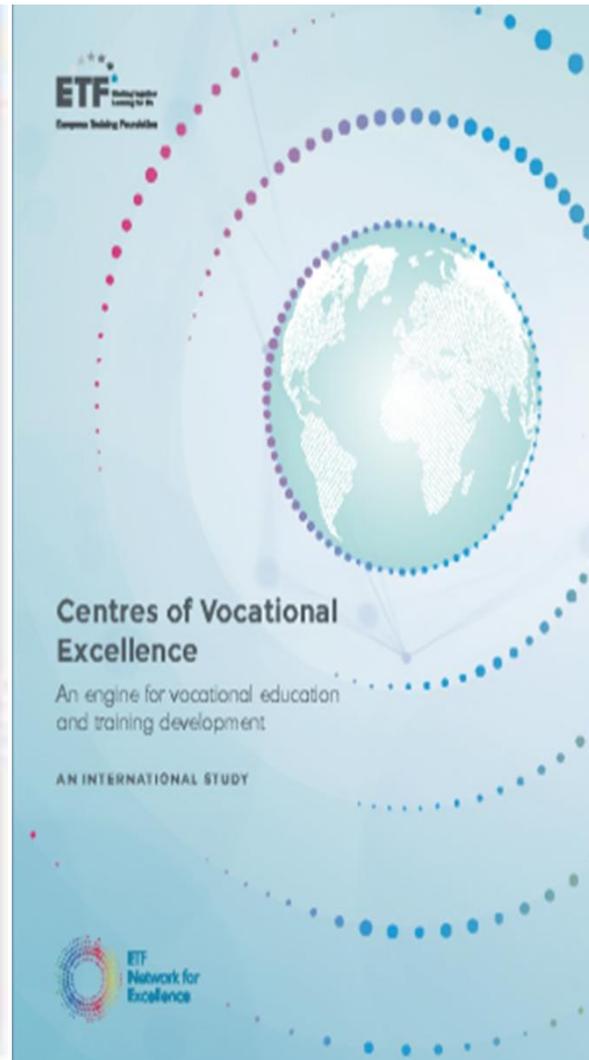
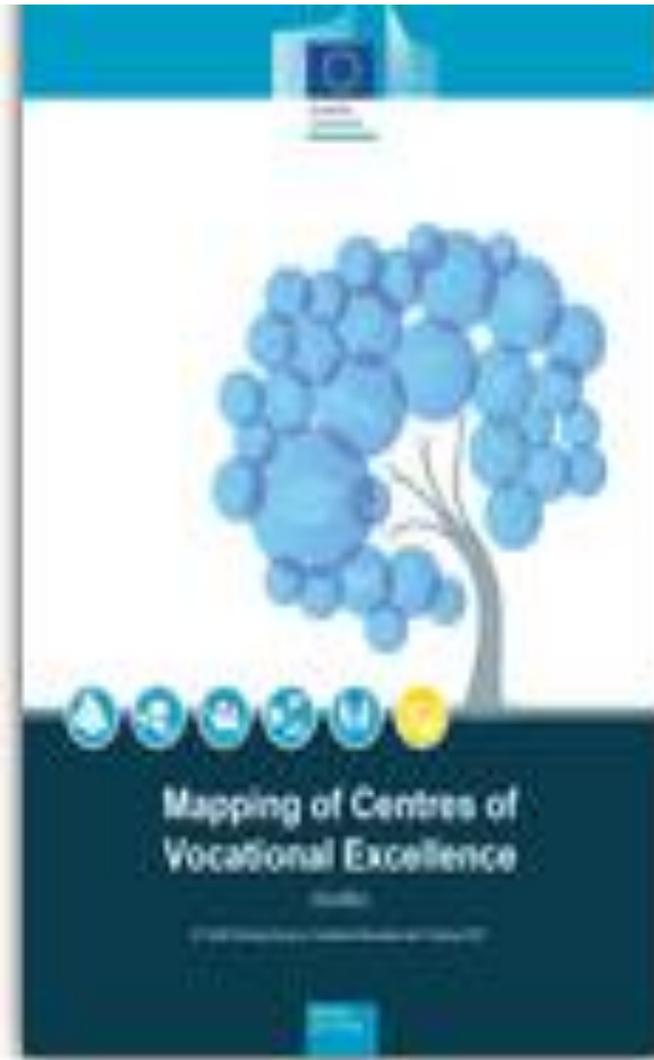
ETF VET EXCELLENCE & ESTRATEGIC ACTIONS- FOR COVES INTERNATIONALIZATION (GLOBAL VET AGENDA)

POLICY RESEARCH & GUIDANCE (+) matching PRACTICE needs

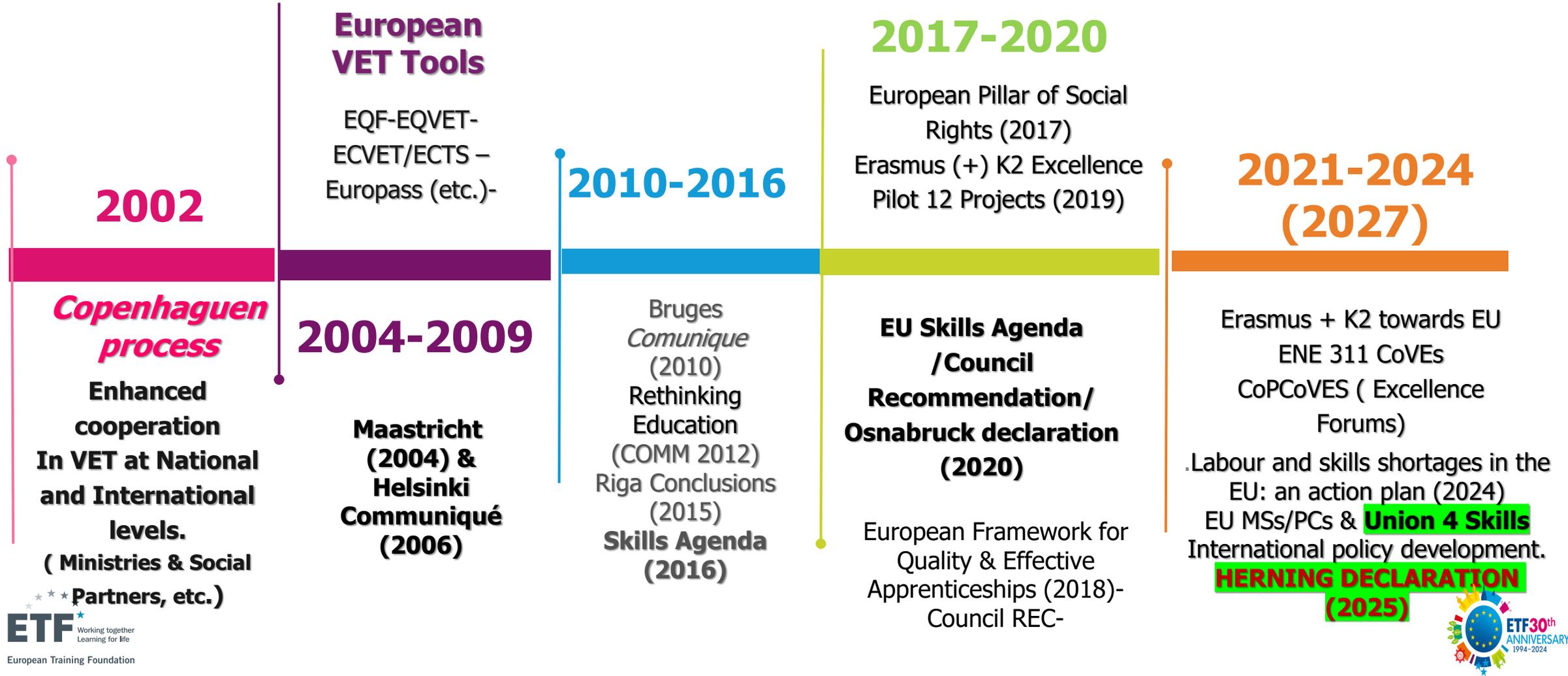
CO-CREATION BASED-OUTCOMES in VET Excellence & CoVEs worldwide:

International Networking- Peer-Learning on Thematic Actions on VET Excellence & support CoVEs Development - International Self-Assessment Tools- Methodologies- Studies & Research Actions - Publications- Learning on processes to recognize CoVEs- Working in Partnership with International Excellence Community- Focus on ETF PCs needs to develop VET Excellence & CoVEs role (etc.)

Implementing –EU & ETF- Concept on VET Excellence & CoVEs



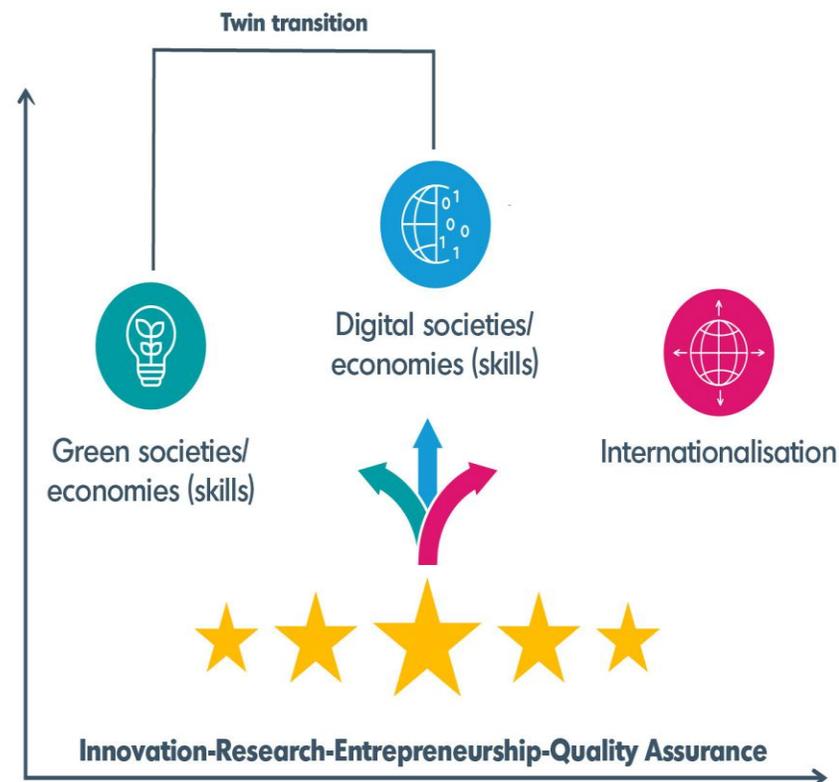
The EU VET POLICIES INSPIRING NOTION OF VET EXCELLENCE (2002-2027)



VET EXCELLENCE (& CoVEs)

- ★ **Vocational learners (and citizens) at heart:** VET learning processes and outcomes. **Leap forward in innovative teaching and learning methods.**
- ★ **Bottom-up approach -whilst balancing top-down :** VET providers proactive role (practitioners as *actors for change*) to inform **policy cycle.**
- ★ **VET providers/practitioners' action** to inform **renewed partnerships approaches to shape skills and innovation ecosystems.**
- ★ **Updating capacities and opportunities** for advancing **VET internationalization.**
- ★ **Holistic & systemic approaches :** thematic dimensions & CoVEs *clusters* **T&L, GOV&FIN, COOP & PART (+) Networking !**

 **Key drivers towards VET Excellence & COVES:**
What are major challenges to contribute on?





ETF
Network for
Excellence



104 members
34 countries

ENE Atlas

Welcome to Atlas, your new map to the ETF Network for Excellence (ENE).

Atlas helps you find your peers, showcase your work, and discover new paths of collaboration and innovation across our community. Would you like to receive more information on ENE or are you interested in becoming a member? Contact us at

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104 ENE Atlas



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FOCUSING ON VET EXCELLENCE & CoVEs DEVELOPMENT via ENE THEMATIC APPROACHES

(D) CoVEs & LLL

**(I). ENTREPRENEURIAL
CoVES**

-Creating value for business
and communities -

(C). CoVEs Autonomy (& PPPs):
(Phase I)-Baseline study
(Phase II)- Targeting Working processes

**(G).
Greening Responses in
Excellence through
Thematic Actions
(GRETA)**

(H). (SISI)
Sharing Innovation on
Social Inclusion
in VET Excellence

SELF-ASSESSMENT TOOLS
(e.g ISATCOVE)

**(B). Pedagogy & Professional
Development
(ENE DIGI)**
Digitalization of Teaching and
Learning

**(F) CoVEs &
Industry 4.0/5.0**

**(E). Skills & CoVEs for
Smart Specialisation**

(A). Education-Business Cooperation
The Role of CoVEs in
Work Based Learning (WBL)

(J). Integrating systematically role of
Career Guidance in VET Excellence-
Learning on CoVEs operations-

THE ETF VET EXCELLENCE & CoVEs : HOLISTIC & SYSTEMIC APPROACHES TO SUPPORT PRACTICES & POLICY DEVELOPMENT.

Working together towards holistic and systemic approaches to VET Excellence and CoVEs



HOW TO APPROACH INCLUSIVE VET EXCELLENCE CONCEPT/DEFINITION?

BOX 2. APPROACHING A CONCEPTUAL FRAMEWORK FOR EXCELLENCE IN VET

VET FEATURES	REMARKS
<input checked="" type="checkbox"/> <i>Multi-level governance</i>	Leadership and coordination at national level deployed with delegated functions to lowest levels (sector, regional/local, and provider) to align VET to local economic development (<i>smart specialisation</i> approaches). Public Private Partnerships (PPPs) Local/International Ecosystems. VET schools: increased autonomy, financial sustainability and accountability.
<input checked="" type="checkbox"/> <i>Quality</i>	Assured and Managed: Quality Assurance (Q.A) frameworks are available (quality recognised, rewarded). Quality of teaching and trainers and professional recognition of VET teachers is a reality. VET standards: continuously improved.
<input checked="" type="checkbox"/> <i>Relevance</i>	Qualifications and curricula are up-to-date. Innovation, creativity, problem solving and Entrepreneurship are integral part of VET –multidisciplinary-curricula.
<input checked="" type="checkbox"/> <i>Effectiveness</i>	Delivery of skills modernized according to demand needs and –new- learning methods. Mechanisms for early identification of skill needs are in place.
<input checked="" type="checkbox"/> <i>Employability</i>	Vocational skills fit to working world: economy, employers and employees benefit. Policy labs (<i>incubators</i>) support job-creation and start-ups.
<input checked="" type="checkbox"/> <i>Flexibility</i>	All type of learning counts and <i>no dead ends</i> : VET system-enabling permeability with other educational offers, developing cycles of tertiary qualifications (e.g. 2 years). Use of Micro-Credentials.
<input checked="" type="checkbox"/> <i>Lifelong learning</i>	A comprehensive qualifications framework is operational for all ages and backgrounds. CVET policies are in place for upgrading, updating, acquiring new skills (etc.) and companies (SMEs) profit it.
<input checked="" type="checkbox"/> <i>Image</i>	VET parity of stem to become optimal option for learners and society. Guidance and Counselling policies feed into VET public services.
<input checked="" type="checkbox"/> <i>Innovation</i>	VET public policies -and VET <i>excellent communities</i> -are embedded in a culture of innovation and creativity based on: continuous update of -new- curricula, pedagogic and teaching practices, technological capacity of VET providers, effective networks and partnerships. performance of VET system and learning pathways. VET generates value for individuals, society and employers. Innovation hubs are institutionalized.

**VET Excellence Scope-
(To do more)
Extended Functions.**

**VET Excellence Capacity -
Vision, Culture,
Values, Networking,
Expertise (etc.).**

**VET Excellence Performance-
(to do it better)
Quality is the Tool.**

**VET Excellence Policies & System-
CoVEs: hubs
informing VET
reforms.**

Galvin Arribas, J.M Centers of Vocational Excellence and Innovation (CoVEs): A new era for Vocational Education and Training (VET) institutions? (2020) https://www.academia.edu/80753883/Centers_of_Vocational_Excellence_and_Innovation_CoVes_A_new_era_for_Vocational_Education_and_Training_VET_institutions

ETF/ENE LESSONS LEARNED: WHAT COVES ARE?

CONCEPTUAL APPROACHES ARE KEY FOR UNPACKAGING STATUS & CRITERIA



CoVEs are appointed and/or recognized network organisations for high-quality skills development/provision, emphasising cooperation with other actors and its role on regional socio-economic development-. CoVEs might be VET Providers, Groups of VET Providers and/or organisations that coordinate other VET Providers, that in collaboration with public and private players/ stakeholders help to create regional/local 'skills ecosystems'

Become CoVE is a step-by-step process : **1. improving standards of normal business 2. Improving strategic development of thematic areas/functions 3. Mature level on which CoVEs are key to co-create skills ecosystems**

(ETF 2025-)



ETF/ENE CoVEs experience—on-going- concept : Main forms /types.

**(High Quality)
VET SCHOOL
PROVIDER**



**NETWORK LEADER
(H.Q) VET SCHOOL/ENTITY**
SPA-BASQUE COUNTRY -
NETHERLANDS-MOLDOVA-CANADA-

**CLUSTER
(Regional/Sectoral)**
TURKIYE-FRANCE-
MOROCCO
ARMENIA-NORTH
MACEDONIA-



**Innovative Methods.
Teaching- Training
Experiential
Learning (etc.)**

**Entrepreneurial
& Inclusive
(Governance)**

**Career
Guidance/
Job Services**

**CoVEs
(Archetype/
Prototype)**



**Teaching
(Staff)
Professional
Development**

**CoVEs PLATFORM
(E+ PROJECTS)**



**Partnership
with
Companies**

**Partnerships
with local
Stakeholders**

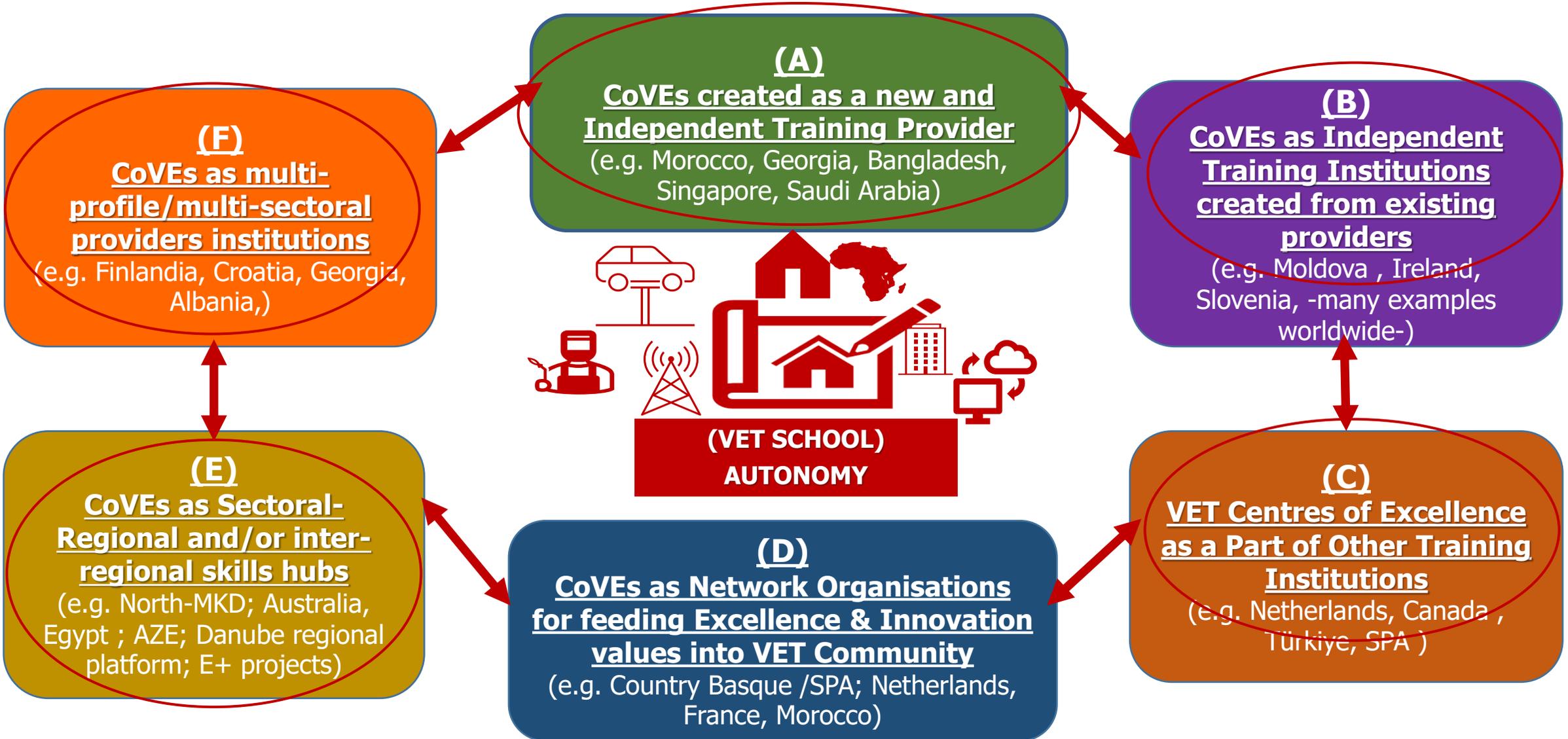
**International
activities
/projects/PLAN**

**LLL
(Adult/
CVT/VET-
H.E)**

**Digital
& Green
Skills**



TRANSFORMING VET PROVIDER ROLES AND ACTIVATING CoVEs SET-UPS FOR SHAPING SKILL ECOSYSTEMS



SKILLS ECOSYSTEMS INTEGRATING CoVEs ROLES (ETF 2025)

Chain of interactions, and relationships between different stakeholders, partners and their environment for effective networking on skills development in a regional, local and/or transnational and international (spatial, geographical) context.

SOCIO-ECO-REGIONAL ECOSYSTEMS

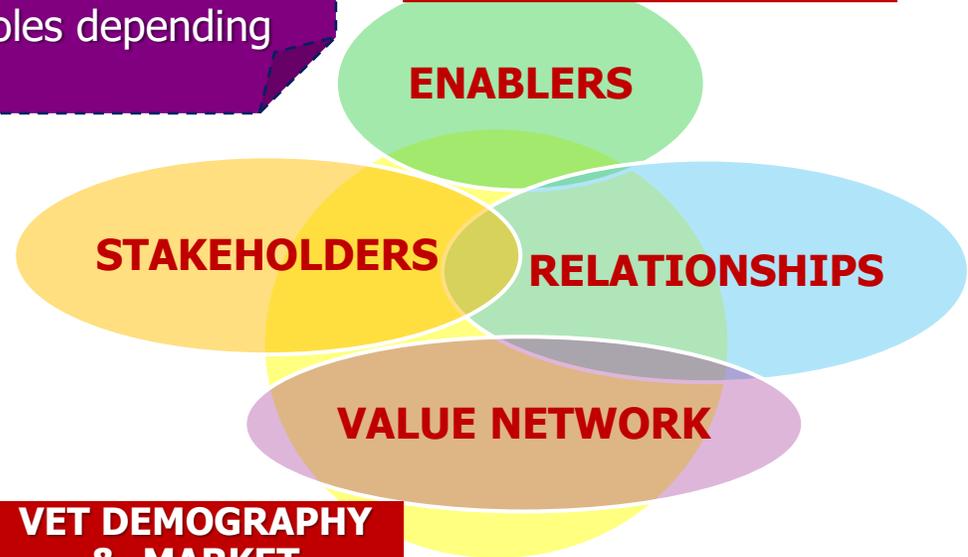
National (top-down) Policies

Regulations & Funding Sources to enabling ecosystem functioning

- ❑ CoVEs as drivers for technology diffusion/transfer. Skills for innovation-driven industries (innovation ecosystems).
- ❑ CoVEs technology intermediates connecting companies and services -fostering technology transfer & info exchanges (filling gaps with industry players and diversifying services).
- ❑ CoVEs -in regions without Universities- emerge as crucial source for leading technical expertise: CoVEs different roles depending local contexts.

CoVEs in SKILLS FORMATION & TECHNOLOGY TRANSFER ROLE

ECOSYSTEM MAP: 4 Pillars



VET DEMOGRAPHY & MARKET RESEARCH

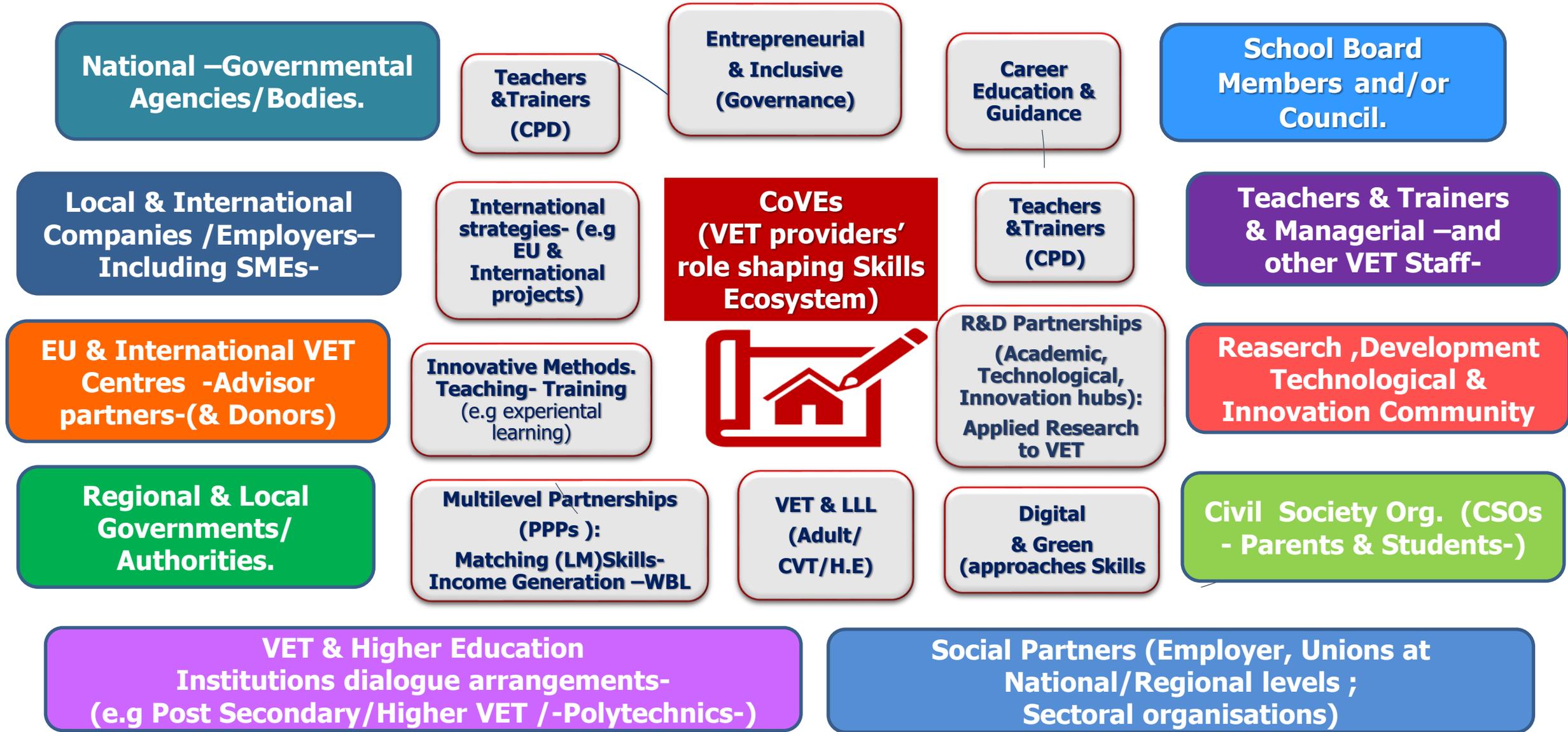
COVERGENCE ZONE
Mediation activities held by Teachers, Leaders, Thinkers, Advisors, Funders (etc.)

HORIZONTAL COLLABORATION
Key institutions and system leaders at region/local level.

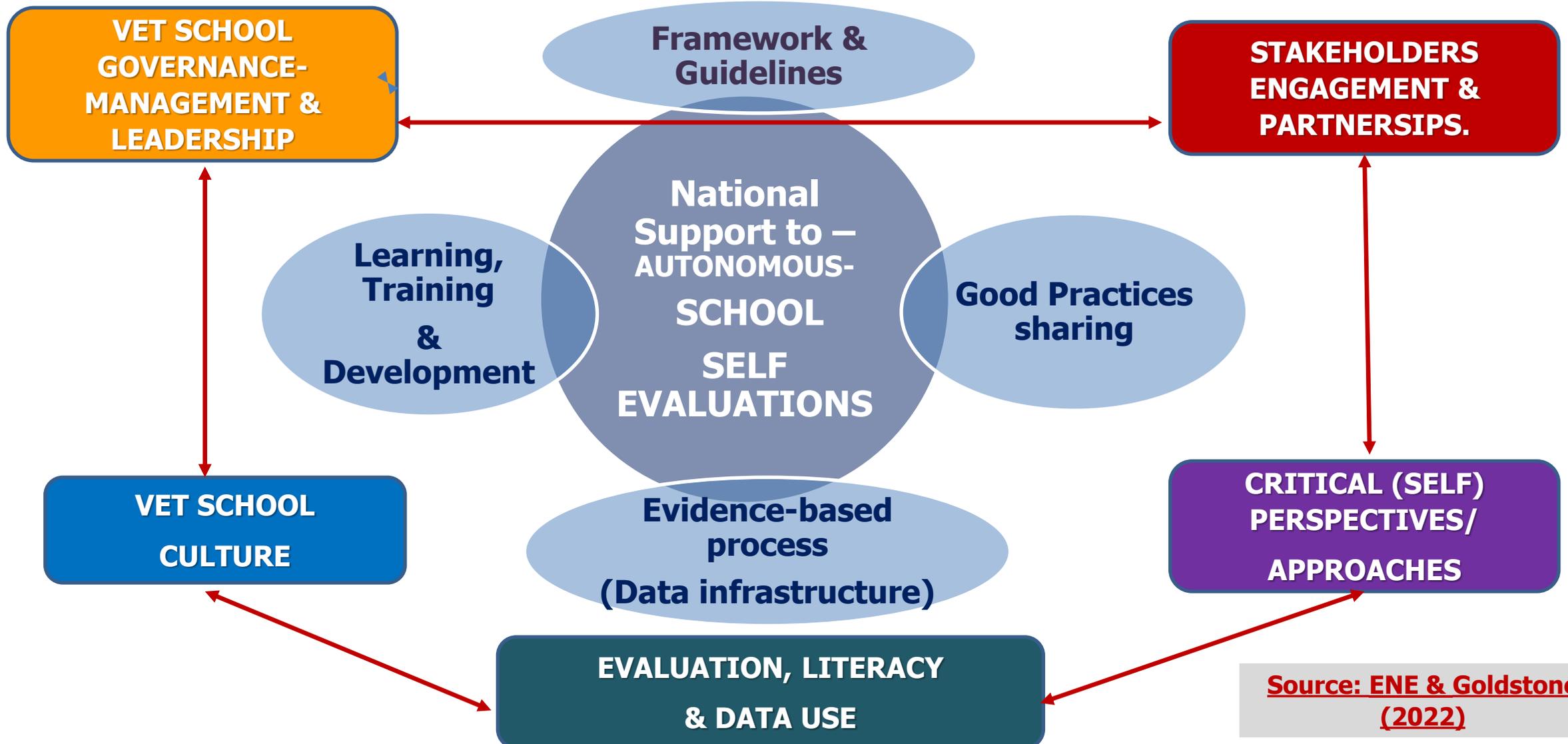
(ETF (2025) Toner 2020)

(ETF (2025) Wedekind V. et al., 2021)

CoVEs & VET PROVIDERS ROLE FOR SHAPING SKILLS ECOSYSTEMS: IMPLEMENTING STAKEHOLDER ENGAGEMENT MODEL(S)-



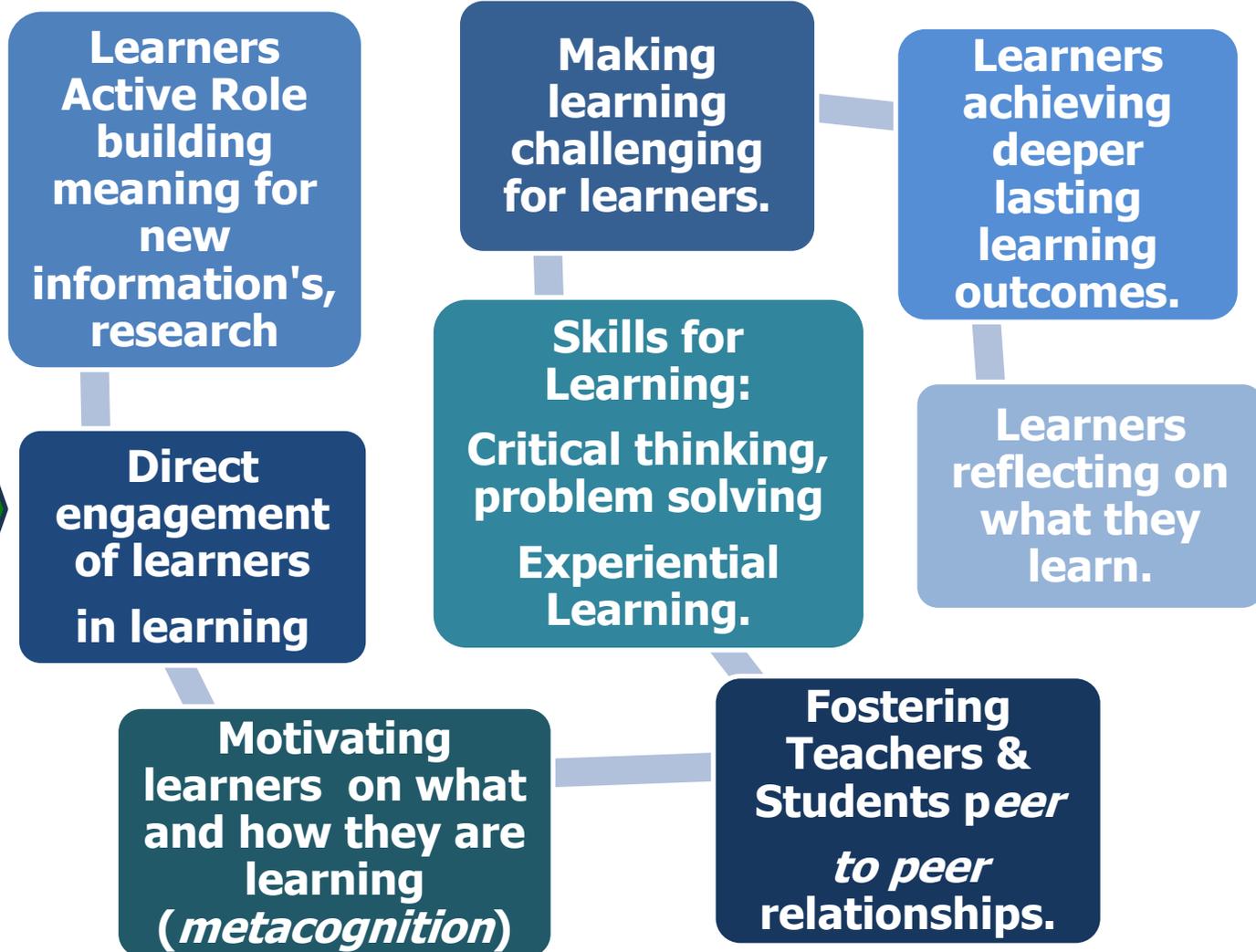
**NATIONAL SUPPORT SYSTEM FOR SCHOOL SELF- EVALUATION:
KEY PROCESSES TOWARDS EXCELLENCE RECOGNITION**



Source: ENE & Goldstone (2022)

**LEARNER CENTERED APPROACHES/PRACTICES
ON TEACHING & LEARNING :
KEY FOR EXCELLENCE & CoVEs practices**

**W
H
A
T
?**

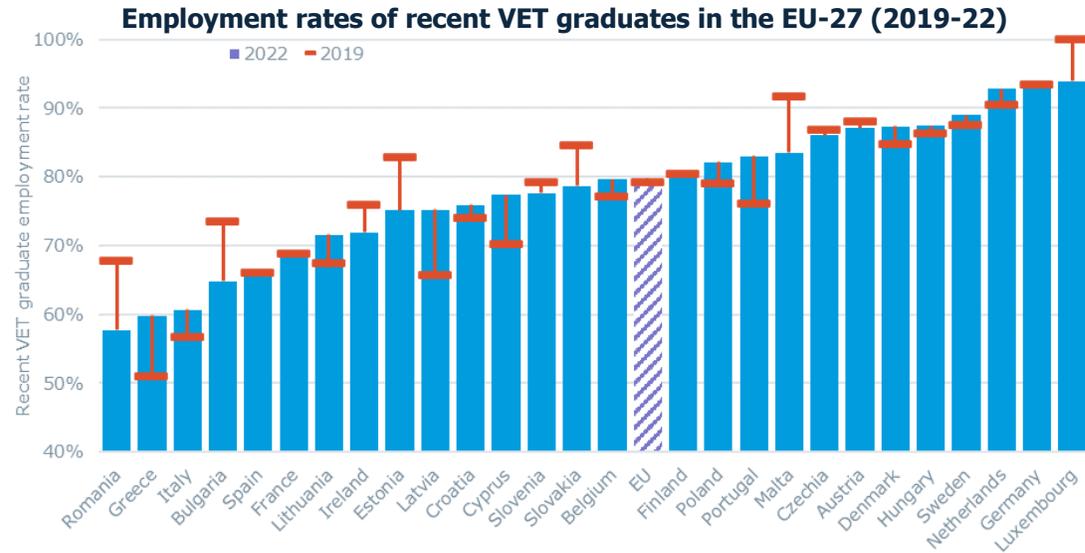


HOW?

- **Teachers. facialitors role.**
- **Students setting goals.**
- **Variety of teaching methods.**
- **Formative assessments.**
- **Differentiating students needs..**

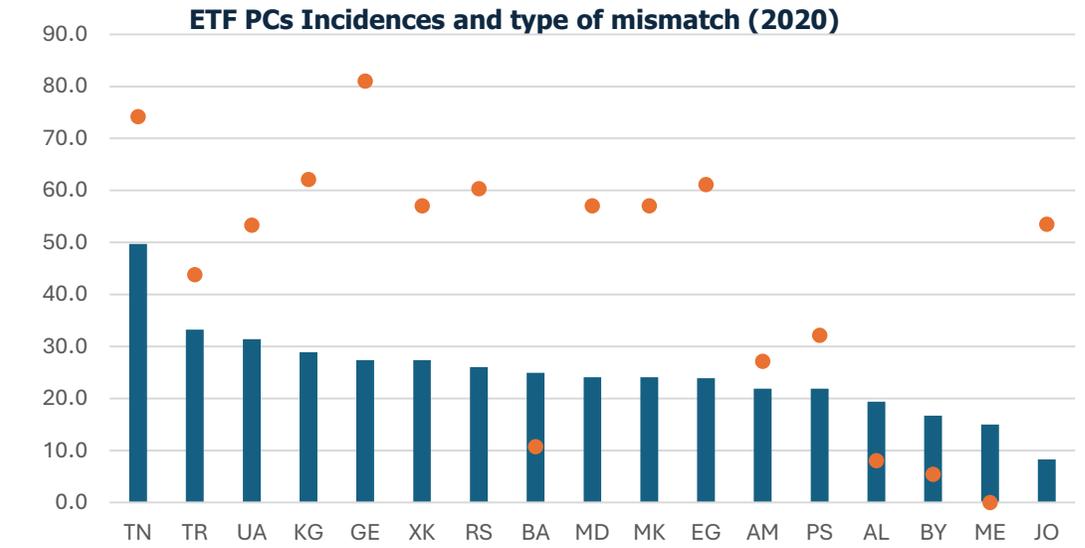
WHY VET EXCELLENCE & CoVEs ?

STRENGTHENING A CONSTRUCTIVE ROLE OF EMPLOYERS



- ★ **Lack of motivation of potential VET students on quality jobs:** working & living conditions of VET people.
- ★ **The over-skilled phenomena-; qualification, skills (mismatch), occupational surpluses & skills shortages factors.**

EMPLOYERS COMMUNITIES' ROLE
(at all levels)



- EMPLOYERS' (Role & Benefits):**
- ★ Access to **Excellent Skilled Workforce** (*Customers*)
 - ★ **(Decent) Apprenticeships Schemes:** learners and employers build together renewed business culture.
 - ★ **Curriculum** fit to industry and **Teacher's** know-how.
 - ★ **Technology & Innovation Transfer processes.**
 - ★ **Image & Excellence recognition :** improving companies marketing strategies (fund-raising lines).

ISATCOVE: Building Culture of CoVEs self- assessment helping on learning, development, management and recognition.

ISATCOVE



Launched in **2024**, **ISATCOVE** implemented in **3 phases**, starting with **13 pilot centres** and gradually expanding **60 centres** (3rd wave +/- 130).

The tool evaluates institutional performance based on:

- * **3 Key Dimensions :Governance and Funding; Partnerships and Cooperation; Teaching and Learning.**
- * **23 Standards- 577 Performance Indicators.**

The tool generates **detailed analytical reports**, helping institutions:

- * Identify strengths and weaknesses.
- * Develop sustainable improvement; management plans.
- * Enhance training quality based on solid evidence and international benchmarks.

3 QUESTIONS MARK FOR FURTHER REFLECTIONS

- 1. What would be main elements for building strategic vision supporting CoVEs mission on playing leading/coordinating role in the skills ecosystems for supporting socioeconomic, regional development –and reconstruction- in Ukraine?***
- 2. Who would be main actors, players, stakeholders (etc.), playing a key role in building cooperation and partnerships with CoVEs in the ecosystem? How to map and engage them in the Ukrainian context?***
- 3. Which governance arrangements, tools and capacities would be needed to be used and developed by CoVEs to perform in outstanding manner in Ukrainian skills ecosystems?***

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

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<https://www.etf.europa.eu/en/projects-campaigns/projects/vocational-excellence> | ETF (europa.eu)

<https://ec.europa.eu/social/main.jsp?catId=1501>

Open Space:

Setting Up the new ETF Network for Excellence (ENE) | Open Space (europa.eu)

- **Europa Website on CoVE:**
<https://ec.europa.eu/social/vocational-excellence>
- **The Erasmus+ programme**
https://ec.europa.eu/programmes/erasmus-plus/node_en
- **Functional mailbox for all questions related to CoVE calls:**
EACEA-EPLUS-VET@ec.europa.eu
- **Applying for Erasmus+ CoVE funding in the Funding & Tenders Opportunities Portal (FTOP)**
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/erasmus-edu-2022-pex-cove>

CoVEs are not a one-size-fits-all model, but rather a flexible and adaptable concept that can be tailored to the specific needs, priorities and resources of each country and sector(s). Overall, CoVEs ensure quality and relevance of VET skills, as well as foster regional development and innovation. CoVEs are a promising and innovative approach for VET. However, they also entail significant efforts and responsibilities for the VET providers and their partners. CoVEs are not a quick fix or a simple solution, but a long-term and strategic investment that requires building capacities on VET communities towards Excellence ; strong political will (a clear policy framework), and a collaborative culture among all the relevant actors in the Skills Ecosystem (ETF 2025)