

# Quantitative and Qualitative report 2005-2007

The realisation of the Hassonville objectives.

*The European Vocational Training Association*



## **Quantitative and qualitative report 2005-2007**

The realisation of the Hassonville objectives

---

***2008, the EVTA secretariat***

*All the EVTA member organisations were invited to participate in an open debate during the May 20, 2005 Hassonville meeting. A thorough analysis was achieved to determine the mission statement, the marketing image, the values and strategic axes for the future.*

*Now, in 2008, we are looking back at this period and making up the balance of the realisation of the objectives. This report contains all the activities, quantitative and qualitative results related to the strategic axes carried out and implemented in the period 2005-2007.*

*Looking forward to new objectives of the EVTA network, the challenge is rising: "How can we learn from the experiences of the Hassonville period and where can we build upon in the next future?"*

## Table of Contents

Foreword	5
<b>Part I AXE 1: INCREASE MEMBERSHIP</b>	<b>7</b>
1 Justification .....	7
2 Summary of activities.....	7
3 Overview of results.....	7
4 Members´ involvement.....	7
5 Communication.....	8
<b>Part II AXE 2: MUTUALISATION</b>	<b>10</b>
1 Justification.....	10
2 Summary of activities.....	10
<i>the work of EuroQualification</i> .....	10
<i>the work of European projects</i> .....	10
<i>the work in EXEMPLO</i> .....	11
3 Overview of results.....	11
4 Members´ commitment.....	11
5 Communication.....	11
<b>Part III AXE 3: INNOVATION</b>	<b>13</b>
1 E-learning .....	13
<i>Justification</i> .....	13
<i>Summary of activities</i> .....	13
<i>Overview of results</i> .....	14
<i>Members´ involvement</i> .....	14
<i>Communication</i> .....	14
<i>newsletters</i> .....	14
<i>the EVTA portal</i> .....	15
2 Training of trainers.....	15
<i>Justification</i> .....	15
<i>Summary of activities</i> .....	15
<i>Overview of results</i> .....	16
<i>Members´ involvement</i> .....	16
<i>Communication</i> .....	17
<i>newsletters</i> .....	17
<i>the EVTA portal</i> .....	17
3 Innovative projects.....	17
<i>Justification</i> .....	17
<i>Summary of activities</i> .....	17
<i>Overview of results</i> .....	18
<i>Members´ involvement</i> .....	18
<i>Communication</i> .....	18
<i>newsletters</i> .....	18
<i>the EVTA portal</i> .....	19

<b>Part IV AXE 4: FINANCIAL STRATEGY</b>	<b>21</b>
1 Justification.....	21
2 Summary of activities.....	21
3 Overview of results.....	21
4 Members´ involvement.....	21
<b>Part V AXE 5: MARKETING</b>	<b>23</b>
1 Justification.....	23
2 Summary of activities.....	23
3 Overview of results.....	23
4 Communication.....	23
<b>Part VI AXE 6: MEMBERS COMMITMENT</b>	<b>25</b>
1 Justification.....	25
2 Summary of activities.....	25
3 Overview of results.....	25
4 Communication.....	25
<b>Part VII AXE 7: ICT strategy</b>	<b>27</b>
1 Justification.....	27
2 Summary of activities.....	27
3 Overview of results.....	28
4 Members´ involvement.....	30
<i>workplaces</i> .....	30
<i>portal training</i> .....	30
5 Communication.....	31
<b>Part VIII AXE 8: PLANNING</b>	<b>33</b>
1 Justification.....	33
2 Summary of activities.....	33
3 Overview of results.....	33
4 Communication.....	33
<b>Index</b>	<b>0</b>

## **EVTA´s mission and vision**

### Mission:

EVTA is a European network that supports its members in their respective answers to the challenges of growth, competitiveness and social cohesion in the field of lifelong learning.

### Vision:

EVTA is recognized as the references network, which is seen as a leading partner by the relevant actors in Europe in the field of lifelong learning and the management of professional competences.

\*\*\*

**AXE**



# 1 AXE 1: INCREASE MEMBERSHIP

Initial "Hassonville" objective:

**EVTA will significantly increase the number of its members with the objective of at least one member per EU Member State by 2008**

## 1.1 Justification

It is fundamental for EVTA as a network to have a broad basis of members all over Europe. The focus lies on the following members:

- EU member states before 2004 enlargement (UK, Austria,...)
- New EU members after 2004 enlargement
- Future EU members (with ongoing accession negotiations)
- New partners in EU member states with already a member of EVTA

Candidate members should fulfill certain criteria of size, professionalism, etc. Attracting new members is seen as a task for all members, not just for the General Secretariat.

## 1.2 Summary of activities

In the period 2005-2007, numerous steps were undertaken towards new members by the general secretariat with the help of some EVTA members;

In order to present the EVTA network and in order to allow more members to become member of the network, the following services were offered;

- An observer's statute for the organisms wanting to enter in the network, but preferring a period of observation before committing;
- A protocol of collaboration permitting a work privileged with organizations, employment agencies, ministries and other networks;
- A presentation kit in French and English and a small corporate brochure explaining the activities of the network;

## 1.3 Overview of results

As a result of the visits in the period 2005-2007 the following concrete results were achieved:

- 5 new members;
- 12 protocols of collaboration;
- the development of the presentation kit for new members;

## 1.4 Members' involvement

The following EVTA members contributed to the increase of new members:

- AFPA;
- IB;
- ENAIP;
- Eurokt-Akademia;
- LLMTA

The participation of a new Spanish member, Mislata ayuntamiento is realized with the help of IMELSA.

## 1.5 Communication

In order to improve the communication with the members and between the members, the following communication services were set up:

- a digital forum for the directors;
- a presentation kit and a brochure in French and English
- increase of the number of languages for the eMagazine (in 12 languages)

**AXE**



## 2 AXE 2: MUTUALISATION

Initial "Hassonville" objective:

**EVTA will develop a strategy clearly focused on the exchange of products through its network**

### 2.1 Justification

EVTA sees the sharing of knowledge and products through its network as a primary task, as it increases the benefit of membership for its members. Resources within the network are numerous. They are developed by the organisms their selves and by consortia of members within the network. The EVTA members wish to give visibility to these resources in order to stimulate an increased and more efficient use of it.

With regard to training resources of the organizations, it is important that the members of the network know what exists, that they will be inspired by existing resources of others and that they finally exchange resources instead of developing new ones. It is also essential to give visibility of the expertise areas of all organizations to external bodies in order to valorize contents.

### 2.2 Summary of activities

#### 2.2.1 *the work of EuroQualification*

A first work is undertaken on the analysis of the Euroqualification (EQ) products. This work is done in order to value the relevance of the results and to determine the products which are usable, with or without update. Main conclusion: There is a difficulty to use the supports which are written in a computer format which is not more legible or which exist only paper based. Besides, the relevance of the contents has to be discussed from case to case. On the other hand, the experiences of work placements abroad initiated in the context of Euroqualification, has been integrated in a project on the mobility of the trainees;

#### 2.2.2 *the work of European projects*

In the period 2005-2007 several European projects were submitted and carried out.

One of the European projects was fully dedicated to the mutualisation of learning resources. this was the project MOLPEA, submitted by the EVTA secretariat and approved by the European Commission. The projects aimed to valorize and distribute the results of Leonardo da Vinci projects (and other learning resources). The result of this project is a model of modularisation of learning resources;

According tot he other European projects, EVTA's objective is to share knowledge and expertise in the field of lifelong learning. Although most European project were carried out in a specific context and thus need an adaptation to transfer the outputs to another context, the outputs could still be very relevant and a solution at national, regional or local level.

In order to make EVTA members (and other people interested) aware of these outputs, two dissemination strategies were set up:

- A website with dissemination and exploitation services. These services are used by EVTA members in European funded projects to give more visibility to their projects and outcomes;
- A European project catalogue is developed in order to give visibility to all the European funded projects in which EVTA and/or the members where promoter or partner.

### 2.2.3 *the work in EXEMPLO*

Via the "Transfer" community in EXEMPLO, each organization is asked to submit a product in EXEMPLO which can be at disposal for other members. Two cases of transfer of good practices took place between members of the network;

In order to make EVTA members familiar with the new EVTA portal, a portal training for the use of the portal is set up and carried out in all EVTA member organizations;

## 2.3 Overview of results

In the period 2005-2007 the following concrete results were produced:

- an inventory of the EQ products;
- a model of modularisation (MOLPEA);
- a community of experts "Transfer";
- a functional link between the EVTA portal and mutualisation;
- a website with dissemination and exploitation services;
- the EVTA European project catalogue;

## 2.4 Members' commitment

The following members were involved in the mutualisation of products:

Forem : Inventory of the EQ products;

VDAB : Transfer of two good practices and management of the transfer community;

IEFP : Transfer of a good practice in EXEMPLO;

FAS : Transfer of a good practice in EXEMPLO;

For the involvement of members in European projects and in the portal training we refer you to AXE 3: INNOVATION and AXE 7: ICT.

## 2.5 Communication

In the building "knowledge and resource sharing" in the EVTA portal, a floor "mutualisation" is created with the tools, good practices and projects;

In the building "Innovation", in the floor "European projects", an office is fully dedicated to the "EVTA European project catalogue". Via this catalogue, people have direct access to the produced outputs of European projects.

**AXE**



## 3 AXE 3: INNOVATION

Initial "Hassonville" objective:

**To choose highly innovative projects and/or products with a strategic and financial value for the network. Within this context, set up an action plan focused on the two excellence themes: training the trainers and eLearning.**

### 3.1 E-learning

#### 3.1.1 *Justification*

At EVTA level the decision was made in 2005 to focus on innovative e-learning activities. This should lead in the first place to the common development of e-content and in the second place to the opening of the e-content databases of EVTA members for each other to share e-content.

After a first inventory of the strategic position of e-learning in the member organization, the conclusion was that there are too many differences amongst the EVTA members to work on the development of e-learning modules in common. Examples are differences in scope, implementation, target group, financial structure, policy, pedagogical approach etc.

As a result of this conclusion a "new direction" was defined for e-learning.

#### 3.1.2 *Summary of activities*

After the activities of the working group "Open and Distance Learning" of "Cutting the Diamond" in 2003-2005, new action plan for e-learning had to be set up. In order to get more insight in the possible areas for collaboration, the decision was made to carry out an inventory amongst EVTA members. This inventory is carried out in 2007.

The main output of this inventory was the list with experts, needs of EVTA members and report on the strategic position of e-learning in the EVTA members organizations. The main conclusion, as stated in the previous paragraph, was the huge diversity in e-learning within the EVTA network. In this stage it seemed impossible to develop e-content in common. Instead, priorities of members were to focus on implementation strategies, the changing role of the trainers, modularization and exchange of modules and exchange of innovative e-learning methods.

The results lead to the creation of a working group with e-learning experts of the EVTA member organizations. This working group had the objective to define a new and concrete action plan for e-learning for 2007-2008. The activities (related to the priorities above) take place at different levels:

- continuous exchange of members' activities via the EVTA portal and workplaces;
- initiating new European funded projects with a consortium of EVTA members;
- informing members about EU events, developments and innovation via the EVTA communication channels;
- stimulating lateral exchange of EVTA members via 2-yearly experts meetings

In the period 2005-2007 EVTA was promotor or dissemination partner of EU projects related to e-learning: ELEX (promoter), Looking in a different way (promoter), Global quality, Secure All and Grandparents & Grandchildren (ongoing). Except the latter, all the European projects on e-learning were finished and closed. Except in the ELEX project, were EVTA coordinated all the activities, the role of EVTA in European projects is to give visibility at the project outputs and disseminate and exploit the results at European level.

### 3.1.3 **Overview of results**

In the period 2005-2007 the following concrete results were produced:

- inventory and report of strategic position on e-learning of EVTA members;
- business plan, report and action plans of the expert meeting;
- improved portal architecture, filled with content by and for the EVTA members;
- EVTA project catalogue with European funded projects, carried out by EVTA members on e-learning;
- exchange of e-learning activities of members via top stories (in the portal);
- submission of an European project proposal on the dissemination and exploitation of e-learning modules within the EVTA network (Lifelong learning programme). The project is submitted in the beginning of 2008, but the preparatory work is done in 2007;
- creation of an e-learning newsletter for EVTA members (trainers);
- dissemination and exploitation of 4 e-learning projects;
- participation in new e-learning project of EVTA member (grandparents & grandsons);
- participation in a newly proposed project (G-learning);

### 3.1.4 **Members' involvement**

According to the activities carried out and implemented in 2005-2007, the participation of the EVTA members was the following:

- The procedure suggested by VDAB was the first contribution to the debate;
- For the research phase, a questionnaire is sent to 21 EVTA members. In total 15 of the members gave their response on this questionnaire (71%). In October 2007 an experts meeting was organized for all the respondents of the questionnaire. During the experts meeting 8 EVTA members were attending the meeting (53 % of the respondents). The following EVTA members were present during this meeting: FAS, AIKE, LERNIA, INFREP, VDAB, FOREM, COLO, ENAIP.
- Three member organizations integrated their "top stories" in the EVTA portal (FAS, Lernia, AIKE);
- Based on the first newsletter, 3 EVTA member organization gave their input for the newsletters (ENAIP, AIKE, COLO);
- The following EVTA members were involved in the European projects on e-learning:  
ELEX: ENAIP, VDAB, COLO, IEFP, AFPA, AIKE, FAS, IB, IMELSA, LERNIA, OAED  
Looking in a different way: ENAIP, COLO, Eurokt-Akademia, IEFP  
Global quality: AIKE, FAS  
Secure all: only EVTA secretariat  
Grandparents & Grandchildren: ENAIP
- Involvement of external experts:  
Patrick Crasson was key note speaker during the experts meeting.  
Maria del Mar Negreiro from the European Commission has given a brief view on the Lisbon Strategy and Policies for the Information Society.

### 3.1.5 **Communication**

#### 3.1.5.1 *newsletters*

An electronic newsletter is designed, developed and sent to the members. The newsletter provide the latest news in the portal, members' activities, relevant links, articles and upcoming European events on e-learning. In 2007 the first design was made. In 2008 two electronic newsletters on e-learning were sent to the EVTA members.

### 3.1.5.2 *the EVTA portal*

The first contributions to the portal were made by the EVTA members during the portal meeting in Charleroi in October 2006 and improved during by the input of the members during the experts meeting and general assembly's in 2007.

The EVTA portal provides a space fully dedicated to e-learning issues. This floor contains offices with the following information:

- EVTA activities (reports experts meeting, results of the inventory, newsletter etc.);
- members' activities (publications, good practices, projects etc.);
- the European projects carried out by the EVTA network;
- the EU policies on e-learning;
- practical e-learning tools, instruments and modules
- relevant links;
- workplaces to exchange ideas and strategies;

## 3.2 Training of trainers

### 3.2.1 *Justification*

Adult Vocational training is undergoing fast-growing and significant changes, which training professionals must be aware of and prepared to. Such changes require increased reactivity and flexibility and entail a better organization and development of trainers' competences.

For this reason, the decision was made in 2005 to focus on innovative training the trainers activities. This should finally lead to the development of a common innovative training for trainers with an "EVTA label".

This final objective seemed to be one step too far at this stage. As a result of a first meeting with experts on training the trainers issues, it became clear that there is a lot of information and expertise on HR issues of trainers available in the network. Therefore, the first step which was taken was analyzing the expertise at different levels and organize the dissemination and exploitation of it.

The development of a common module on basic competences for the trainer, with an EVTA label was defined as "the cherry on the pie" in a next stage.

### 3.2.2 *Summary of activities*

Chaired by FOREM, the first start for an action plan was made during the workshops in Charleroi (2006). The proposal of FOREM is adopted as the starting point for training the trainers activities at EVTA level. To define a concrete action plan, based on this first draft, a steering committee with 5 EVTA members is set up at the end of 2006.

The main output of the steering committee was a selection of the most important HR topics for training of trainers:

1. The evolution of the trainers' profession, selection and recruitment and competence and career management;
2. Trainers' initial training and certification;
3. Continuous training (related to specific themes)

One of the conclusions was that there was a lot of expertise on these topics in the EVTA member organizations present. This argued for an exchange of these experiences rather than the development of new issues. The exchange should take place at different levels: at political, at strategic and at operational level.

Based on the outputs and the conclusions, a proposal is made for a first seminar to be held in 2008 on the theme "evolution of the trainers' professions". This seminar should address both people at operational and management/ policy level. This seminar has to be the first out of the three above.

In order to create continuity in the activities, EVTA proposed to organize activities at different levels:

- organization of activities conform the action plan in the steering committee;
- exchange of experiences for all members via 3 seminars;
- exchange of experiences in a permanent way via the portal and workplaces;
- initiating European funded projects, with EVTA members in the consortium;
- informing members about the activities at EU level and EVTA level via different communication channels;

EVTA was in the period 2005-2007 promotor or dissemination partner of EU projects related to training the trainers: Training lab, Eurotrainer, Cert-t-com (ongoing). Except the latter, all the European projects on training of trainers are finished and closed. The role of EVTA in European projects is to give visibility at the project outputs and disseminate and exploit the results at European level.

In 2007, EVTA submitted a project proposal for a tender for trainers on behalf of the EVTA network. Unfortunately this proposal was rejected in the beginning of 2008.

### 3.2.3 **Overview of results**

In the period 2005-2007 the following concrete results were produced:

- approved business plan and action plan;
- reports of the steering committee meetings;
- validated inventory of HR topics on training of trainers;
- inventory of strategic position of training of trainers of EVTA members;
- first draft of an agenda for the seminar in 2008;
- improved architecture and content in the training the trainers section in the EVTA portal;
- creation of a EVTA project catalogue with European funded project of EVTA members on training of trainers;
- submission of an European tender proposal on training of trainers (not approved);
- creation of an electronic newsletter for trainers in the EVTA network;
- dissemination and exploitation of 2 EU projects for trainers;
- participation in a new project for trainers of EVTA member (Cert-t-Com)

### 3.2.4 **Members' involvement**

According to the activities carried out and implemented in 2005-2007, the participation of the EVTA members was the following

- The steering committee consists of 5 EVTA member organizations: FOREM (2 persons, chair), VDAB, AFPA, IFAPME, FAS;
- The questionnaire is send to 21 EVTA member organizations. The total response was 10 members (48%);
- 5 EVTA members gave their input in the EVTA portal via articles, publications, good practices, tools etc: FOREM, IB, COLO, VDAB and FAS
- The following EVTA members were involved in the European projects on the training of trainers:  
 Training Lab: IB  
 Eurotrainer: Eurokt-Akademia  
 Certicom: COLO, AFPA, AIKE, IB

### **3.2.5 Communication**

#### **3.2.5.1 newsletters**

An electronic newsletter is designed, developed and sent to the members. The newsletter provide the latest news in the portal, members' activities, relevant links, articles and upcoming European events on training the trainers. In 2007 the first design was made. In 2008 the first electronic newsletter is sent to the EVTA members;

#### **3.2.5.2 the EVTA portal**

The first contributions to the portal were made by the EVTA members during the portal meeting in Charleroi in October 2006 and improved during by the input of the members during the steering committee and general assembly's in 2007.

The EVTA portal provides a space fully dedicated to training the trainers issues. This floor contains offices with the following information:

- EVTA activities (business plan, reports of steering committee, newsletter etc.);
- members' activities (publications, good practices, projects etc.);
- the European projects carried out by the EVTA network;
- the EU policies (European commission and Cedefop);
- practical tools and instruments (competence profiles, e-learning modules for trainers etc.)
- workplaces to exchange ideas and strategies;

## **3.3 Innovative projects**

### **3.3.1 Justification**

In European projects, you can do things which are difficult or impossible to do alone. It creates a climate for the development of sustainable networks and bilateral contacts, exchange of experiences, the development of common tools and solutions for local, regional, national and European problems or challenges. An existing network as EVTA creates a safe and sustainable environment with high expertise on vocational training issues for European projects.

As the development within the projects is one important part, the dissemination and exploitation of results, thus the implementation on a larger scale, is as much important, EVTA as a network plays a key role in this activity.

Important observation:

In the period 2005-2007 EVTA submitted several European projects on behalf of the entire network or on behalf of a consortium of networks. In some cases some of the members of these networks were involved as a project partner and in some cases the members were mentioned as experts, but not in the project as official project partners.

In the cases where project proposals were refused, the most important reason was that the consortium did not represent the (whole) network. In other words, but only the headquarters. In other words, there was no clear justification for the quality of skills and experiences of the executive team undertaking the tasks and too much bases on the "Brussels resources".

This argues for a working method for submitting proposals which is different than it is now. More preparation, collaboration and commitment in this field seems to be necessary to end in successfully approved project proposals.

### **3.3.2 Summary of activities**

Besides the projects on e-learning and training the trainers, EVTA plays a role in other innovative European funded projects. In 2005-2007 3 projects were carried out and were related to the following themes:

- Transvalp: recognition of language competences (closed);
- Euroval: quality in accreditation of prior learning (closed);
- Pathways for skillstransfer: transparency of qualifications in the construction sector (still ongoing);

In the beginning of 2008: 6 other innovative EU projects were submitted to the commission (promoted by EVTA or EVTA members). An answer is expected in June 2008. A proposal submitted in 2007 by KC Handel (COLO) is approved by the commission and deals with international entrepreneurship and ECVET. The project started at the end of 2007;

The role of EVTA in these project is to set up and carry out a strategy for dissemination and exploitation of project results. Therefore EVTA created a strategy which can be adapted depending on the topic and project objectives. This strategy involves activities as publishing news articles in the portal and newsletters, creating a project website, organizing a dissemination seminar, producing brochures/poster/flyers, promotion on the Euractiv website, publication in the EVTA project catalogue.

### 3.3.3 **Overview of results**

In the period 2005-2007 the following concrete results were produced:

- exploitation and dissemination activities in EU projects;
- development of a website with EVTA dissemination services on the portal;
- improved architecture of the floor European projects in the EVTA portal;
- in 2007 preparatory work is done for new EU projects: leading in 2008 to the submission of 6 project proposals;
- development of a project catalogue with all the EU projects in which EVTA was member or promoter (free accessible via the homepage);
- participation in 1 new EU project (INTENT);

### 3.3.4 **Members' involvement**

The following EVTA members were involved in other innovative EU projects:

- INTENT: KC Handel (COLO) as the promoter, Syntra;
- Transvalp: AFPA, FOREM,
- Euroval: IEFPP, AIKE

In the newly submitted projects the following members are involved:

- VOLC&VOLT (languages): EVTA (promotor), AFPA (coordinator), ENAIP, KC Handel, IB, FOREM, IFAPME;
- Youngmi (integration of young migrants): EVTA, IB (promotor);
- cerwelding (EQF in the welding sector): EVTA;
- Pathways for skills transfer II (transparency of qualifications in the construction sector): EVTA;
- ID-COMP (key-competences for special groups): EVTA, IB (promotor), KC Handel;
- TIPTOE (EQF in the trade sector): EVTA, KC Handel (promotor)

### 3.3.5 **Communication**

#### 3.3.5.1 *newsletters*

The news on European projects is provided via the EVTA European project catalogue. This catalogue is a website and provides information about all the European projects in which EVTA was member or promoter. The projects are categorized by themes (e-learning, training the trainers, mobility, transparency and employment strategies). The catalogue provides in one overview a short explanation of the projects and (access to) the results.

Newly submitted and approved project proposals are also communicated via the regular newsletters for the EVTA members.

### 3.3.5.2 *the EVTA portal*

In the EVTA portal, a floor is fully dedicated to European projects. In this floor you will find information about:

- dissemination activities at European level carried out by the EVTA secretariat;
- all European projects in which EVTA was partner or promoter including access to the products: the EVTA project catalogue;
- funding opportunities for European projects (digital information letter);
- new ideas about European projects at EVTA level, submitted and ongoing projects at EVTA level;

**AXE**



## 4 AXE 4: FINANCIAL STRATEGY

Initial "Hassonville" objective:

**EVTA will develop a solid financial strategy, aimed at replacing the use of financial means of the Board Treasury by new revenues by 2008.**

### 4.1 Justification

Currently, one-third of EVTA's budget is funded by the Board Treasury. These Board Treasury contributions will be reduced through a careful cost-revenue analysis for the development of new products and an active policy to increase EVTA's revenues by:

- Increasing membership
- Attracting subsidies of the European Commission
- The development of new products

The members wish to establish a financial plan that corresponds to the strategic axes which were defined in Hassonville 2005. Considering the three sources of incomes of EVTA in 2005 (contributions, European projects, EQ reserves) and taking into account the fact that the EQ reserves will reach its end in some years, the network expressed the need to initiate other sources of incomes.

### 4.2 Summary of activities

The following activities were carried out to reach the objective of this AXE:

- The development of a sales strategy for training products (proposed in the general assembly);
- The submission of new European projects (by the secretariat and the members).
- The internal accounting has been adapted completely to the strategic axes and the presence of the accountant has been increased: one day per week.
- A part of EQ funds has been transferred on an account with higher interest and without risks.

### 4.3 Overview of results

In the period 2005-2007 the following concrete results were achieved:

- A financial plan for three years;
- less use of the EQ reserves;
- execution and submission of European funded projects by the General Secretariat and the EVTA members;

### 4.4 Members' involvement

The following EVTA members contributed to the increase of financial resources of European projects by submitting new European projects:

- EVTA secretariat: MOLPEA, Move It, One composition 25 movements, ELEX,
- KC Handel: INTENT
- AFPA: Transvalp
- ENAIP: Looking in a different way, Grandparents & Grandchildren

**AXE**



## 5 AXE 5: MARKETING

Initial "Hassonville" objective:

**EVTA will develop a go-to-market strategy aimed at increasing its visibility towards:**

- **relevant political and social partners,**
- **potential clients**

### 5.1 Justification

EVTA's vision is to be recognized as a reference network of Lifelong learning and the management of professional competences. This can only be realized if EVTA develops a strong brand image. This strategy implies:

- The development of a common approach (marketing plan) towards players on the market.
- A change of the General Secretariat's function into a co-ordination and production centre
- The establishment of a price policy for products

Notes:

The Go to Market strategy was developed in accordance with the decision not to create a profit-making organisation.

The marketing initiatives proposed by the General Secretariat are not always viewed as a support to the members

### 5.2 Summary of activities

The following activities were carried out to reach the objective of this AXE:

- The marketing strategy already existed with "Navajo" and has been put up to date and has been adapted continuously to the demands of the members;
- Different propositions have been made in order to create incomes and to attract sponsors: the creation of a "society" which is responsible for all operations related to selling training products; a "client package" with visibility in publications, access to conferences etc; a Lifelong learning festival; a technical meeting with experts in training and representatives of companies around a same table etc.
- For the human resources, a plan corresponding to the needs of the human resources of other axes has been established.

### 5.3 Overview of results

EVTA set up different actions and proposals but didn't succeed in implementing the activities, as the members not fully agreed on the activities.

### 5.4 Communication

- Increase of the number of languages of the eMagazine: the first page exists in 12 languages and passage to 7000 readers.
- A presentation kit of EVTA has been printed in 1000 copies and disseminated to the members;
- Business cards of EVTA have been distributed to the organizations;
- Thematic booklets explaining the activities of EVTA have been printed and disseminated;

**AXE**



## 6 AXE 6: MEMBERS COMMITMENT

Initial "Hassonville" objective:

**EVTA will strive to increase its members' commitment in a significant way.**

### 6.1 Justification

The purpose of EVTA as a network is to share and develop products. This can only be achieved in a successful way if every member commits itself to sharing its specific competence with the network. In order to reach the ambitious objectives to which EVTA committed herself, it is essential that all organizations are involved in the realization of these strategic axes. The main issue of this process is creating a real network of colleagues amongst the EVTA member organizations.

### 6.2 Summary of activities

In the period 2005-2007, "the Sphere" is created. This is the club of the (high level) management within the network. During a casual meeting of two days in Turin united them around the theme "global think, local act".

In order to monitor the EVTA activities in a proper way and in order to involve the members as much as possible during the general assemblies, a new format for the General Assembly is set up. One part of the meeting is dedicated to the strategic themes and another part, short, to the formal aspects.

A proposition has been submitted to involve the middle-management and the trainers in the network: a system of exchange in case of vacancies.

### 6.3 Overview of results

High involvement to a meeting of the general directors and a new format for the General Assembly in order to create more coherence and commitment of members during the meetings.

### 6.4 Communication

A monthly newsletter related to the activities of the general secretariat creates the link between the network and the EVTA member organizations and a structural newsletter on the hot European topics is developed and available for the members.

**AXE**



## 7 AXE 7: ICT strategy

Initial "Hassonville" objective:

**EVTA will develop a portal that enables its members to exchange knowledge and products in the most effective way. Member's ICT will be aligned to this portal.**

### 7.1 Justification

The development of a portal is crucial to the further development of EVTA as a network. It will help to realize the following points:

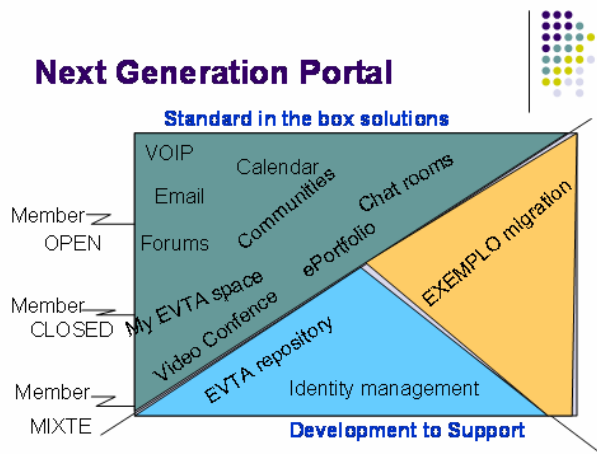
- an increase in the sharing and exchange of products and knowledge
- an increase in the use of EVTA's IT platform by its members
- an integration of member's IT system with EVTA's IT platform

The portal plays a central role in the realization of EVTA's go-to-market strategy and the mutualization of its products.

The Timeline was decided that the portal should start in 2006 and would be finished in 2008.

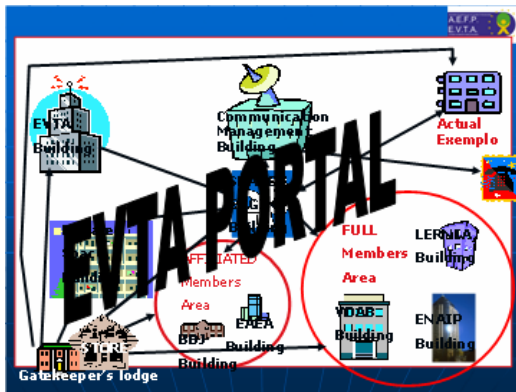
### 7.2 Summary of activities

Based on the first presentation (see picture below) agreed during the General Assembly of Berlin in December 2004 and the above mentioned objectives, the decision was that the portal should have at least the following functionalities:



All those functionalities should lead to a portal conform the idea of a "Lifelong Learning area" with "buildings" allowing the members to use these functionalities in a virtual environment which was very closed to their actual working environment.

Taking into account the presented features and the fact that not all trainers have experience in working with or on a portal a new pedagogical approach was set up. The actual working environment of trainers was taken as a starting point: their classroom (office) is situated in a floor (floors) which are located in a building.



Conform this methodology, a portal is created with a LLL city, with five buildings as a metaphor. Each building represents one of the core issues of the EVTA network. Within the buildings floors and offices were created to structure the information as good as possible.

As the portal is based on a "demand-based" approach, the EVTA members were involved in the creation of the structure and content of the portal. The first meeting with the EVTA members was held in Charleroi, in 2006, followed by a meeting on knowledge management in Frankfurt, 2007. To get the users of the portal familiar with the use of the portal, a portal training is developed and carried out in three different sessions in 2007.

### 7.3 Overview of results

In the period 2005-2007 the following concrete results were produced:

- a digital portal, with 5 buildings, floors and offices;
- 60 workplaces;
- 14 individual workplaces (workplaces set up by a user);
- a knowledge grid on the homepage, with open, semi-open and closed information;
- a toolbar with search engine and translation tool;
- a portal training for EVTA members;
- an online demo and a manual for the use of the portal;

At this moment the portal has 7346 registered users.

Description	2005	2006	2007	2008
VOIP			4	
Video Conference			4	
Chat Rooms		4		
My EVTA space		4		
Email		4		
Calendar		4		
Forums		4	4	
Communities		4		
Search Engine			4	4
Knowledge grid			4	

Toolbar			4	
Translation tool			4	
Migration EXEMPLO		4		
EVTA Repository		4		
Identity Management		4		

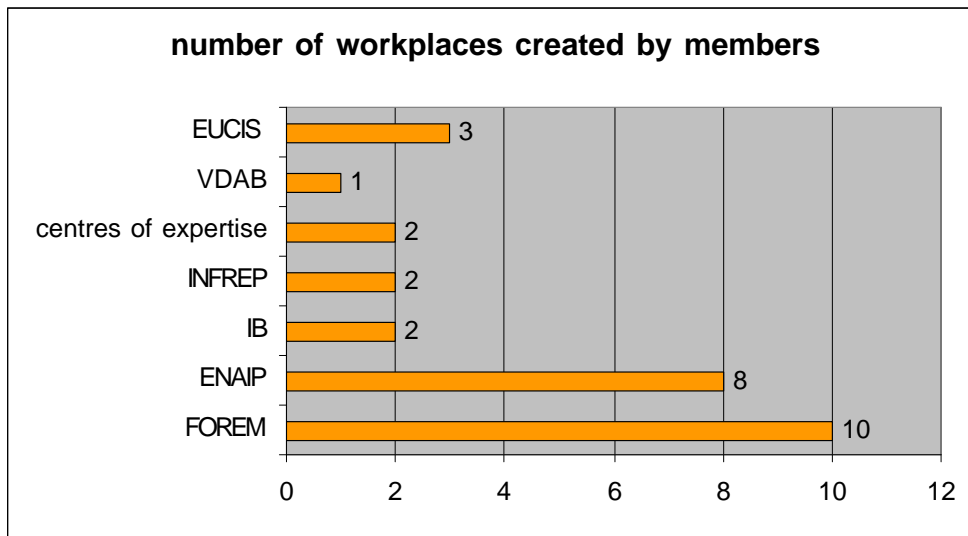
The following buildings and floors are created:

Building	Floor
EVTA	Administration
	Human Resources
	Financial Department
	Statutory meetings
News & Communication	About EVTA
	E_Magazine
	Seminars – Conferences
	Useful links
Knowledge & Learning Resource Centre	European theme of the Year
	Knowledge management
	Resource Sharing
	Linguistic Resources
European Affairs	Communities
	Education and Culture
	Employment and Social Affairs
	Local Development
Innovation	Eucis-LLL
	Dialogue Civil – Dialogue Social
	European theme of the Year
	Train the trainers
	e-Learning
	Support and Guidance
	European projects
	European Tools & Instruments

## 7.4 Members' involvement

### 7.4.1 workplaces

Currently there are about 65 active workplaces. A part of them (15) are set up and used during the training sessions by the participants, although some are still using them now. The other workplaces were set up by the following members:



- FOREM: Most of them were used as interactive platform between the training centers of FOREM and VDAB or FOREM and BXL Formation especially to train in languages. The users of these workplaces were not only the trainers but also and most of all the trainees. 2 workplaces are also used to train the trainers in the use of this new technology.
- ENAIP: On the demand of ENAIP we have built up a floor in the portal especially and only dedicated for the personnel of ENAIP Rome. All of them are used in their own floor.
- EUCIS: In collaboration with EUCIS a website was set up. They use 1 workplace regarding the latest conference in May. This gave to every participant the possibility to use the discussion and forum for placing their contribution. The two other workplace are used as interactive platform between Eucis and EVTA.
- IB: One workplace is used by a trainer in his training center to communicate within IB with his colleagues. The other workplace is set up as interactive platform for a project that starts in the summer of 2008.
- INFREP: Created as an interactive platform for internal use.
- KCHANDEL, KENWERK, ECABO : Interactive platform between the participants of two European projects: CERTICOM and INTENT
- VDAB: A workplace is set up on a demand of a trainer in the training of TOWER CRANE Driver and especially to communicate information about security matters in the different countries in Europe.

### 7.4.2 portal training

In order to make users of the EVTA member organizations familiar with the use of the portal, a portal training is developed. In the period September-October 2007, three training sessions have taken place.

This training is set up as a training for trainers. The idea is to train at least one person in each member organization, who should be able to train other people in their organization.

Members participation in the portal training:

- Vilnius, Lithuania: LLMTA, IB, AIKE, LERNIA, VDAB
- Charleroi, Belgium: FOREM, Syntra, Bruxelles Formation, AFPA, INFREP
- Dublin, Ireland: COLO, ENAIP, FAS

## 7.5 Communication

The portal is used as dissemination platform for all the European projects in which EVTA was member or promotor. In total 16 European funded projects. Besides the integration of the project results in the portal, the EVTA portal is used as a "main entrance". This is the case for the website and database of training companies and for the website of EUCIS-LLL.

In order to communicate all the changes and latest news of the EVTA portal to the EVTA members, a special section in the EVTA newsletter is created.

In the period 2005-2007 all the developments of the EVTA portal were shown and explained in the general assembly and executive meetings. From the moment the portal was developed and contained content, the portal was used as a tool to present different Lifelong learning dossiers.

The EVTA portal was also noticed from outside. Several people and organizations from outside were interested and triggered to enter the portal. Some fragments of e-mails below:

- "...Fantastic stuff....I am happy that the secretary general approves of me. Should you in return wish for me to contribute any of my papers or presentations on the topic of training and defining training needs fo nuclear Safeguards inspectors let me know...."
- "I recently joined the Australian Delegation to the EU to discuss VET and establishing mobility programs. On the 11th of Feb I met Tommaso Grimaldi who gave us a presentation on EVTA and the portal. On the day he offered to allow us login access to navigate the portal. I have just been viewing it and would like to investigate it further. Could you please advise me on how I might gain a login / membership?"
- "If possible, please send me the password to have access to the information available in the offices."
- "...We run a popular education directory and feel that our site could be useful and relevant to your visitors. I was impressed with evta.eu and we would like to purchase advertising in the from of a short text ad on an interior page. Please let me know if you are interested and we can talk about rates and the advertising details...."
- "Congratulations on your highly informative website, which in turn allowed me to contact you further. I am corresponding with you in the hope that I may be able to access some information from you regarding the European Vocational Training Association...."

**AXE**



## 8 AXE 8: PLANNING

Initial "Hassonville" objective:

**EVTA will pursue its efforts in the view of further professionalization of its activities by creating a culture of planning.**

### 8.1 Justification

As professionalism is one of the basic values of EVTA, its activities will be supported by a Project Management Office (PMO).

Every proposal for a new project/product should be accompanied by :

- A declaration of the Board of why the project/product is in line with EVTA's strategy
- The name of the person responsible for the project/product
- A financial plan
- A development plan
- An evaluation plan

### 8.2 Summary of activities

In order to reach the objectives of this axe, the following activities were carried out and implemented:

- A system for following-up European projects has been put in place and a summary is presented at each meeting of the executive committee. This project management system contains information about the content, the funding program, the role of EVTA the timetable and the finances. A plan of dissemination has also been put in place.
- For the transformation of the general secretariat to a more technical and facilitating office, some adaptations have been made at the level of human resources.
- A proposition has been made to establish an "advisory committee of the wise".
- A conference with 50 people of the middle-management of the EVTA member organizations in order to share the strategic axes 2006-2008 with people assigned to put them in practice.

### 8.3 Overview of results

As a result of the strategic axes, there is a better follow-up and valorisation of the European projects and accounts.

### 8.4 Communication

A catalogue of European funded projects in which EVTA was partner or promoter is freely available on the portal. This project catalogue provides an overview of all European projects in which EVTA was partner or promoter. All the information and outputs and links of the projects are available in this catalogue.

Back Cover