

# ETF ANNUAL ACTIVITY REPORT 2013



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# LIST OF ABBREVIATIONS

AAR	Annual Activity Report
ABAC	Activity Based Accounting System
ABB	Activity Based Budgeting
CoP	Community of Practice
CVT	Continuing vocational training
DCFTA	Deep and Comprehensive Free Trade Areas
DG	Directorate General
DG DEVCO	Directorate General Development and Cooperation – EuropeAid
DG EAC	Directorate General Education and Culture
DG EMPL	Directorate General Employment, Social Affairs & Inclusion
DG ENT	Directorate General Enterprise and Industry
DG HOME	Directorate General Home Affairs
E&T2020	Strategic framework for European cooperation in education and training
EBPM	Evidence-based policy making
EBRD	European Bank for Reconstruction and Development
EaP	Eastern Partnership
EC	European Commission
EEAS	European External Action Service
EESC	European Economic and Social Committee
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
ENPI	European Neighbourhood and Partnership Instrument
EPSO	European Personnel Selection Office
ERI SEE	European Reform Initiative of South Eastern Europe
ESD	Education for sustainable development
ETF	European Training Foundation
EU	European Union
EUDel	European Union Delegation
Euromed	Euro-Mediterranean Partnership
FTE	Full-time equivalent
GDP	Gross domestic product

GEMM	Governance for Employability in the Mediterranean
HRD	Human resources development
HCD	Human capital development
ICT	Information and communications technology
ILO	International Labour Organisation
ILP	Innovation and learning project
IPA	Instrument for Pre-accession Assistance
KM	Knowledge management
NEET	Not in Education, Employment, or Training
NQF	National qualifications framework
OECD	Organisation for Economic Co-operation and Development
PRIME	Projecting reform impact in vocational education and training
PS-VET	Post-secondary education and training
RCC	Regional Cooperation Council
RCI	Regional Competitive Initiative
SBA	Small Business Act
SEE	South Eastern Europe
SEET	South Eastern Europe and Turkey
SEECCEL	South East European Centre for Entrepreneurial Learning
SME	Small and medium-sized enterprise
SPSP	Sector policy support programme
SWAP	Sector wide approach
Tempus	Trans-European Mobility Scheme for University Studies
TRP	Torino Process
TF	Task Force
TT-VET	Teacher training vocational education and training
TVET	Technical and vocational education and training
UfM	Union for the Mediterranean
VET	Vocational education and training
VNFIL	Validation of non-formal and informal learning
WP	Work Programme

# PART I: IMPLEMENTATION OF THE 2013 WORK PROGRAMME

## 1.1 Strategic objectives

The ETF's 2013 work programme was framed by its mid-term perspective 2010-13, whose strategic and specific objectives were adopted by the ETF Governing Board in November 2009. They shaped the annual planning and reporting of the ETF's work. Results in 2013 contributed to and concluded the achievement of two strategic objectives:

1. To build partner country capacities in planning, designing, implementing, evaluating and reviewing evidence-based policies in vocational education and training (both in initial and continuing training)<sup>1</sup>; and,
2. To support relations, where relevant, between EU internal and external relations policies.<sup>2</sup>

### Specific 2013 objectives

In order to achieve these mid-term objectives, the ETF's specific objectives for 2013 for the first strategic objective were to:

- 1.1 reinforce the holistic and evidence-based development of VET reform in partner countries through the Torino Process; and
- 1.2. strengthen the capacity of partner countries to develop and apply tools for evidence-based policy making.

For the second strategic objective, the ETF's specific objectives for 2013 were to:

- 2.1. improve labour market analysis and forecasting in the partner countries and support them in reviewing VET systems to make them more relevant and raise quality;
- 2.2. support the EU external policy instrument programming cycle and, when relevant, the external dimension of internal policies;
- 2.3. disseminate relevant information and encourage the exchange of experience and good practice with and among the partner countries in human capital development.

Planning, implementation and reporting follow a three dimensional approach: functional, thematic and geographic.

### Functions

The objectives of the core themes were operationalised through the functions set out in the ETF's Council Regulation. These are:

F1 – Input to Commission sector programming and project cycle;

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1 The first strategic objective in the mid-term perspective was slightly reformulated in the 2011 Work Programme as follows: "to support relations, where relevant, between EU internal policies and the implementation of its external relations policies". In the work programme this objective was numbered 2 rather than 1, as in the mid-term perspective.

2 The second objective in the mid-term perspective was reformulated in the Work Programme 2011 as follows: "to build partner country capacities in planning designing, implementing, evaluating and reviewing evidence-based policies in vocational education and training reform (both in initial and continuing vocational education and training)" and became objective 1.

F2 – Support to partner country capacity building;

F3 – Policy analysis; and,

F4 – Dissemination and networking.

## Core themes

In carrying out its mandate, in 2013 the ETF based its work on three core themes<sup>3</sup>:

A. Vocational education and training system development and provision in a lifelong learning perspective;

B. Labour market needs and employability; and

C. Enterprises and human capital development: education and business partnerships.

## Regions (geographical areas)

The four regions the ETF is working in are the following:

- South Eastern Europe and Turkey (SEET)<sup>4</sup>
- Southern and Eastern Mediterranean (SEMED)<sup>5</sup>
- Eastern Europe (EE)<sup>6</sup>
- Central Asia (CA)<sup>7</sup>

## 1.2 Results in human capital development in the partner countries

The ETF's work is inspired by EU policies and partner country needs. It is also adjusted according to the monitoring and evaluation of the ETF, which can be either internal or, more commonly, external.

In 2013, the most relevant EU policy documents adopted were:

- The Council Recommendation of 22 April 2013, establishing a Youth Guarantee – ‘Joint Declaration by the European Social Partners, the European Commission and the Lithuanian Presidency of the Council of the EU on the European Alliance for Apprenticeships’,
- The Council Declaration on a European Alliance for Apprenticeship adopted on 15 October 2013,
- Regulation No 1288/2013 of the European Parliament and of the Council of 11 December 2013 establishing Erasmus+: the Union programme for education, training, youth and sport, and
- The Commission Communication on “Opening up Education: Innovative teaching and learning for all through new Technologies and Open Educational Resources, September 2013.

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3 In line with Regulation (EC) No 1339/2008, articles 1.2 and 1.3.

4 Albania, Bosnia and Herzegovina, Croatia (until June 2013), the former Yugoslav Republic of Macedonia, Kosovo (this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence - hereinafter ‘Kosovo’), Montenegro, Serbia, Turkey.

5 Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia.

6 Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia, Ukraine.

7 Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.

At the same time, agreement was reached in December 2013 between the European Parliament and the Council on the new instruments: Instruments for Pre-Accession Assistance (IPA II) and the European Neighbourhood and Partnership Instrument.

In 2011/12, the ETF conducted an interim external evaluation of the first two years of its mid-term perspective. One of the main recommendations of the final report was the inclusion of a logical framework for the whole mid-term perspective, which links objectives, results and projects/activities with indicators and sources of verification, at multi-annual, annual (work programme) and project (implementation plan) levels. The results presented in this and the next sections are based on the multi-annual logical framework produced in 2012 and incorporated in the 2013 Work Programme.

In the 2013 an external evaluation of the Torino Process<sup>8</sup> was conducted and its findings were useful for the Torino Process conference in May and for the planning of the next round in 2014, as well as for identifying thematic and country priorities for the period 2014-2017.

The evaluation concluded: *“Undoubtedly the Torino Process contributes to facilitating ownership and stakeholder participation in policy analysis. It can be confirmed from the country visits (i.e. Armenia, Jordan, Montenegro, and, to a lesser extent, Tajikistan) that the number of consultations for each round have increased from the 2010 to the 2012 rounds.”* (p.6)

In addition: *“The Torino Process has provided the partner countries with sufficient tools to define a national vision for VET policy. In all cases the reports have documented solid improvements in establishing new strategies for VET systems, in institutional frameworks for VET, in developing new curricula and qualification frameworks, and in the legislative framework for VET. This is accentuated by the outcomes of the stakeholder survey. The challenge comes in monitoring and evaluating policy and progress. There is need for capacity building in making constructive analyses, which can yield results as a basis to formulate VET policies. The Torino Process serves as a tool for policy learning and stakeholders appreciate the benefits from meeting colleagues from neighbouring countries during regional events which stimulates the policy learning at national level.”* (p.6).

As part of the evaluation, a stakeholder survey was organised, confirming most of the evaluator's findings in terms of: (i) stakeholder participation and ownership, (ii) effectiveness and usefulness of the Torino Process for measuring progress in terms of VET reform, (iii) its contribution to knowledge and experience sharing within the ETF partner country, within the region, among ETF partner countries and between the countries and the EU, and to inspire policy analysis to be country-owned, participatory, evidence-based and holistic: *90% of the respondents thought that the Torino Process is a useful tool for evidence-based policy making.*

The coming sections provide an overview of the quantitative achievements of the ETF followed by a qualitative analysis of results achieved. The latter is presented (1) in the context of the MTP objectives and (2) results according to the objectives in 2013.

## 2.1. Results in 2013 in the context of the Mid-term Perspective 2010-13

As 2013 was the last year of the MTP, the assessment of the ETF's results at the end of 2013 shows that the four-year plan was successfully executed and the objectives achieved: the targeted outputs for the mid-term perspective were completed in line with the plan and the use of these outputs by stakeholders indicates their contribution to progress in human capital development in the ETF's partner countries. Multi-annual projects (thematic and regional) progressed well and country work contributed to European Commission (EC) programming and strengthened the capacity of partner countries stakeholders in human capital development. In the mid-term perspective 2010-13 the ETF

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<sup>8</sup> <http://bit.ly/MyeYLS>

planned to achieve 590 corporate outputs but this changed in the subsequent annual Work Programmes and set even higher to 616 corporate outputs (4.4% increase). During the period the ETF completed 610 corporate outputs and thus reached a 99% achievement rate (in respect of the targets in the four Work Programmes), but 103.4% (in respect of the MTP target).

**Table 1: The achievement of corporate outputs in 2010-13**

Type of output	Target in MTP	2010		2011		2012		2013		Total	
		planned	completed								
F1 - Support to the European Commission	91	24	30	27	31	31	35	42	40	124	136
F2 – Capacity building	345	94	67	77	72	74	69	64	63	309	271
F3 – Policy analysis	80	15	28	18	22	27	30	24	20	84	100
F4 – Dissemination and networking	74	25	30	27	25	25	27	22	21	99	103
Total	590	158	155	149	150	157	161	152	144	616	610

The final distribution of outputs reflects the ETF's management of priorities, which is characterised by the flexibility to accommodate new priority requests and cancel others, within the overall framework adopted by the Governing Board in the annual work programme. In this respect, the achievement of outputs indicates the effectiveness of the work undertaken, but also the capacity to react to the evolving circumstances of the political environment (see in Part I section 3 on Performance and cost-effectiveness an analysis on the changes in outputs achievement during the WP implementation).

In **South Eastern Europe and Turkey (SEET)** and in the period from 2010 to 2013, all countries have put skills for growth high on their agendas and acknowledge the critical role education and training play in competitiveness, sustainable growth and social inclusion. It is noteworthy that in each of these countries, VET and education systems more broadly have been shaped by national specific institutional, cultural, historical, political and economic constructs.

Governments throughout SEET have taken measures to tackle the economic crisis and adapted their socio-economic policies to deal with the dynamic environment and to make progress on the path to European integration. The 2012 Torino and Bruges Processes and the Human Resources Development reviews have highlighted the following: on-going reforms in lifelong learning with national qualifications frameworks and quality assurance systems under development, alongside entrepreneurship, work-based learning and teacher/trainer training; ensuring inclusive education is on the reform agenda of governments; governance of the system and developing capacity to gather and analyse data and translate them into policies.

9 Figures in annex 3 show the corporate outputs completed in 2013 by region, function and theme.

**Table 2: Results in the MTP 2010-2013**

Results 2010-2013	Indicators	Resources (ABC)
Partner countries have reinforced their capacities to plan, design, implement, evaluate and review evidence-based vocational education and training policies	371 corporate outputs completed (60.82%); in 2010, 22 countries fully participated in the Torino Process <sup>10</sup> ; in 2012, 25 countries fully participated in the Torino Process <sup>11</sup> ; in the second round, participating countries increased by 13.6% and self-assessments by 114%; 2 ILPs (learning in different contexts and matching and anticipation of skills); 4 labour market reviews; and 4 country migration studies.	€48.21 million (60.76%)
Partner countries human capital development benefitted from the external dimension of EU policies	239 corporate outputs completed (39.18); 390 direct Commission requests completed to the satisfaction of EC services; 85 progress reports on VET in neighbouring countries provided annually to DG ELARG and DG DEV; 7 cooperation agreements and 6 declarations of intent signed; 239 publications; 8 corporate events; 16 regional events and 19 online platforms opened externally (130 ETF + 1200 external participants)	€31.13 million (39.24 %)

The situation in the **Southern and Eastern Mediterranean** was highly unstable between 2010 and 2013. This inevitably affected the implementation of actions and required a high level of flexibility in the ETF's support. The EP Committee of Employment and Social Affairs, in its opinion on the ETF's discharge for 2011 stated: "[The Committee] welcomes the work of the Foundation done in the aftermath of the Arab Spring revolution and congratulates it on the quick revision of its activities in North Africa to match the raising needs for expertise and on the ability to respond to increased requests for support in those countries". The ETF closely coordinated with the relevant EU Delegations to adapt its inputs to the needs and situation in the countries. Moreover, the ETF has supported countries in the field of employment, particularly for young people, VET governance and the development of qualifications in certain sectors of the economy.

Since 2010 all seven **Eastern European** countries have developed VET policies and introduced systemic changes which focus strongly on national contexts. These positive developments have been accompanied by new legislative frameworks and considerable stakeholder involvement (mostly

10 In the 2010 round of the Torino Process, 22 partner countries participated directly in the exercise. A further six countries were also engaged in evidence-based policy assessments either through the Bruges review (Croatia, the former Yugoslav Republic of Macedonia, Turkey) or through human resources development sector reviews proposed DG Employment (Albania, Montenegro and Serbia). Only Algeria did not take consent to take part in 2010. In this first round, seven of the partner countries opted for a self-assessment approach, in which national stakeholders prepared an initial assessment by themselves with ETF guidance. In the remaining countries, the ETF prepared an initial assessment in consultation with national stakeholders representing both governmental and social partner perspectives.

11 Out of the 25 countries which participated in the Torino Process, 15 directly led the process themselves, carrying out self-assessments with the active participation of stakeholders, while in the other 10 countries the ETF assisted the national leadership in consultation with stakeholders, to carry out the analysis. Six partner countries did not participate in the Torino Process 2012. Syria and Iceland (ineligible), Algeria and Turkmenistan (opted-out) and Egypt and Libya (where the exercise was postponed to 2013 due to the political situation). A country assessment was undertaken in Algeria by the ETF using different principles and methods to those of the Torino Process.

employers) in strategic discussions and in national/regional VET councils. Less demand from learners caused by demographic decline is currently influencing education systems and population trends in nearly all countries. The ETF has been supporting the countries in this development and in the field of continuing training, qualifications, validation of informal and non-formal learning and the skills dimension of mobility and migration.

**Central Asia** has enjoyed strong economic growth in recent years (7-8% in 2011) as it has recovered from the economic recession and the loss of traditional markets experienced following independence. The 2012 Torino Process identified significant progress in the development of strategies and legislation in all countries. The countries in Central Asia attach great importance to education and training, which is a priority for EU investments in 2014-20 in Kyrgyzstan, Tajikistan and Turkmenistan. In Uzbekistan, VET will be considered within the rural development priority. The ETF has supported this priority and has contributed with its school development regional project and country projects supporting VET centre-business cooperation, tracer studies and policy dialogue.

## 2.2 Results in 2013

As in previous years, the 2013 Work Programme aimed to achieve a series of corporate outputs. Each output is related to a specific need identified in a partner country, at regional level or for thematic support. The 2013 Work Programme targeted the achievement of 152 corporate outputs distributed between regions, functions and core themes. The ETF's operational performance uses these outputs (completed products at the end of the year in each project) as quantitative indicators demonstrating the achievement of the planned objectives. The ETF also assesses the quality of the results, based on the use of the outputs (outcomes), the monitoring of projects (which include a qualitative assessment of the relevance, efficiency, effectiveness, sustainability and impact) and, for the whole mid-term perspective, the identification of added-value.

The 2013 results (table 3) were formulated according to the ETF's functions as follows: Results 1 and 2 fall under policy analysis (Function 3), result 2 under function 2 (capacity building), result 4 under function 1 (support to the EC) and result 5 under function 4 (dissemination and networking).

**Table 3: results in 2013**

Results 2013	Indicators	Resources (ABC)
1. Partner countries have reinforced their holistic, evidence-based development of VET reform through the Torino Process and other specific policy analyses which have been proved to be owned by partner countries, been aligned to countries policy development and guaranteed future sustainability	8 corporate outputs completed (6%)	€1.22 million (6.08%)
2. Partner countries have strengthened their capacity to develop and apply tools for evidence-based policy making	63 corporate outputs completed (44%)	€8.33 million (41.45%)
3. Partner countries have improved their labour market analysis and reviewed VET systems to make them more relevant and raise quality	12 corporate outputs completed (8%)	€1.84 million (9.14%)
4. EU external policy instruments programming and, when relevant, the external policies of internal policies have been supported by the ETF	40 corporate outputs completed (28%) 78 direct EC requests completed to the satisfaction of EC services	€5.51 million (27.41 %)
5. Relevant information, exchange of experience and good practice in human capital development has been disseminated and exchanged with and among partner countries	21 corporate outputs completed (15%)	€3.20 million (15.92%)

In addition to the measurement of outputs, the ETF records direct requests from the European Commission. The total number of EU requests that the ETF had received by the end of Q4 2013 was 78 (a decrease compared to 2012 with 107). The highest number of requests for ETF services still come from the EU Delegations (63%), followed by DG EAC (18%), DG ELARG (6%), DG DEVCO and DG EMPL (5%) and DG HOME (3%). Most of the requests fall under the programming of EU assistance to the partner countries and mainly in the area of content review, programming, identification and formulation, with a decrease of thematic requests and country/regional analysis of HCD issues. Only 7 out of the 78 EU requests in 2013 were not to originally included in the Work Programme which represents nearly 9 % of the total.

As a part of its quality assurance function, in October 2013, a feedback survey on EU requests was launched and was completed by 29 October 2013. The survey targeted 14 EC/EEAS staff who had made 24 formal requests to the ETF. The 24 requests were chosen as they were open from January to September 2013 and closed with a reply. Regarding the quality of the services provided, 50% of the respondents rated them as “very good”, 50% as “good”, whilst 50% considered ETF products or reports as “very useful” and only 50% as “useful” (the only comment referred to making the input shorter or more concise). EU requests were considered to have been received on time in all cases (100%). More detail on direct requests from the EC is provided in annex 10.

**Result 1: Partner countries have reinforced their holistic and evidence-based development of VET reform through the Torino Process and other specific policy analyses which has proven ownership in the partner countries, been aligned to national policy developments and guarantees future sustainability.**

The ETF’s mid-term perspective 2010-13 identified strengthening the use of evidence by partner countries in policy making as a priority area. In 2010, the ETF started to support partner countries in better documenting their policy analysis through the Torino Process. The initiative combines both analysis based on evidence and a holistic framework, as well as a structured process based on broad participation and national ownership. This was followed in 2011 by the launch of Torinet, a specific capacity building initiative, to design approaches to support the development of evidence-based analysis and decision making among networks in selected partner countries. In 2012, the second round of the Torino Process policy analysis was undertaken.

In 2013, three key outputs under the Torino Process contributed to an improvement in policy analysis capacity in the partner countries, focusing on the use of evidence in policy analysis and policy making. This progression is tracked in the specific results in the countries and regions (reported below), and is visible in the decisions made by countries following the second round of the Torino Process which highlighted the need to move towards supporting policy prioritisation, implementation and performance tracking. At cross regional level related key outputs include: the validation of the outcomes from the 2012 process with all stakeholders at a major international event showcasing the evidence generated and the added value of evidence-based policy making; the preparation of the 2014 Torino Process with an increased focus on measuring progress and tracking processes; as well as the definition of a new analytical tool for ex-ante impact assessment of policies within the Torino Process to support the decision making process following the policy analysis stage.

In addition to the work carried out at country level, improving policy analysis based on evidence was achieved through the identification of five actions to move skills forward. These are summarised in the 2013 Torino Process Declaration and include broadening participation in policy making; bridging the gap between policy formulation and implementation; monitoring progress through national and EU benchmarks; fostering innovative, learner centred education; and increasing the use of evidence in policy making. These five actions were identified at a major knowledge sharing and decision making event, called ‘Moving Skills Forward’ held in Turin on 7-8 May 2013 which concluded the second round of the process. The event gathered high level participants from all partner countries, EU

institutions, Member States and leading international partners. The results of the 25 national Torino Process reports were shared through a cross country analysis carried out by the ETF. The event provided an opportunity to identify trends in VET across the countries since the first round in 2011. It looked in detail at the conditions which facilitate or constrain the implementation of reform in priority areas common across partner countries including vision and innovation, multilevel governance, quality, skills policies for competitiveness and sustainable growth.

The ETF launched the 2014 Torino Process based on lessons learned from the previous rounds captured through an external evaluation and stakeholder input. This review basically confirmed the principles and basic format of the analytical framework, and identified a number of improvements to reinforce effectiveness. The improved methodology includes making the Torino Process relevant throughout the policy cycle through its different phases (notably moving from problem identification and policy formulation to include policy implementation and policy monitoring and evaluation). Secondly, the 2014 round reinforces the focus on progress so the 2012 Torino Process can be used as a baseline to report and monitor progress on the basis of indicators and quantitative and qualitative evidence to capture what has changed (or not) in the past two years. Thirdly, it opens the possibility of benchmarking among partner countries and, for those countries which are interested, with EU benchmarks. The revised methodology facilitates increased country ownership of the process and a broader participation of relevant national stakeholders, including representatives from the private sector, social partners and civil society. Finally, the analytical framework also includes a methodology for the assessment of capacity for policy analysis and policy making in partner countries at system levels, as well as a tool to measure ownership, evidence-based policy making, participation and holistic capabilities to engage in a sound VET system policy cycle. The ETF has also developed specific tools to support the implementation of the Torino Process, particularly the use of the analytical framework and in the implementation of the principles. These are intended to support partner countries during the roll out phase. The revised methodology was completed in the second half of 2013 with guidelines for partner countries in Arabic, English, French and Russian.

Finally, following the progress made by the partner countries in moving from problem analysis to the identification of priorities and implementation under the Torino Process, the ETF launched a methodology for carrying out ex-ante impact assessments of potential policy options to provide evidence for policy choices. "Ex-ante" means that the assessment takes place before the policy intervention to provide an advance notice of the possible advantages and disadvantages of different courses of action (European Commission, 2009), and to facilitate making and implementing informed decisions. Through this methodology - **Projecting Reform Impact in Vocational Education and Training (PRIME)** - the ETF will provide technical support to partner countries in documenting and assessing the policy action alternatives they have at hand for reaching a policy objective, in making informed choices, and in anticipating the consequences of their choice. Decisions on policy implementation taken as a result of the PRIME exercise are more likely to deliver results in that they are more far-sighted and better planned, have a stronger buy-in from stakeholders, and benefit from a more streamlined support from the donor community and the EC programming services in particular. PRIME also provides criteria which can be used to monitor the implementation and effectiveness of policy action. This methodology will then be proposed to a first wave of partner countries for implementation in 2014-15.

The NQF inventory that takes stock of developments in qualifications frameworks was updated in spring 2013 and disseminated through the online qualifications platform. The study entitled "Making better qualifications" that examines how ETF partner countries are reforming their qualifications systems is the background document for the ETF corporate conference taking place in Brussels in April 2014.

In the geographical areas the ETF works the Torino Process resulted in the following:

## South Eastern Europe and Turkey

Efforts in 2013 were dedicated to disseminating results. The country reports were finalised and made available on the ETF website in the first quarter of the year. The regional Torino Process report was finalised in that period, too, reflecting the findings of the country report, results from HRD reviews, as well as from other ETF analytical work. As a result a high-level regional debate on the Torino Process analysis was organised in May 2013 during the Policy Leaders' Forum meeting in Turin, back-to-back with DG EAC Policy Dialogue Platform for SEE. Participants were able to reflect on results, prepare for and accept the next round of the Torino Process. Overall, SEET countries and Turkey improved their evidence-based policy making through the Torino Process and Bruges reporting.

The EU and SEET countries increased their involvement, cooperation and exchange with the ETF's support. The involvement of the candidate countries in the Copenhagen Process and the Bruges Communiqué reporting aims to improve the quality of their VET systems through engaging them in enhanced European cooperation and exchange. In 2013, the ETF worked closely with Cedefop on updating the 2012 questionnaires and country fiches. Preparations were also launched for the 2014 reporting round.

The ETF continued to support the DG EAC initiative for regional and enhanced cooperation in education - the Western Balkans Platform on Education and Training (WB PET) launched in 2012. The ETF took part in the Western Balkans Platform ministerial meeting in May 2013 in Turin and prepared country briefing notes and a regional one on VET developments in South Eastern Europe (including Croatia) for DG EAC.

In 2013 the design, implementation and assessment of human capital development policies and strategies of the countries in the SEET region were extensively supported by the ETF. The ETF also provided relevant policy advice, capacity building measures and expertise to benefit the partner countries as well as the EU. The main challenges identified in the Enlargement Strategy Paper 2012-13 have shaped ETF interventions at national and regional levels. The ETF worked with a wide range of stakeholders at both country and regional levels to address these challenges.

## Southern and Eastern Mediterranean

Activities carried out in 2013 largely followed the policy analysis undertaken under the 2012 Torino Process and the results of the Policy Leaders' Forum held in Amman in September 2012. The Torino Process findings in the region concluded the positive push that the Arab awakenings have had in raising VET and employability on political agendas and the Policy Leaders' Forum reached a consensus on the need to improve governance in general and VET systems in particular. This has implications for the developments of partnerships with social partners and civil society, increased transparency and accountability and more attention to evidence-based policy making, etc. Quality, relevance and attractiveness, territorial and gender equity, and governance have been highlighted as key concerns. However, given the unstable situation in most of the countries, progress in defining and implementing reforms has been slow. The partner countries' decision making processes were informed through several studies: the ETF concluded the joint OECD-WB review on pre-university education in Egypt, the Torino Process review in Libya which will be finalised in 2014 (the Torino Process report in Egypt was cancelled until the situation stabilises), and other reviews and analytical work carried out in the framework of the GEMM project with a draft mapping of multilevel governance in all countries.

## Eastern Europe

The Torino Process concluded that the countries have made substantial progress in developing VET legislation and strategies since 2010, and that the next years will need to focus on the implementation of the VET reforms. A driving force behind the VET discussions has been the development of national

qualifications frameworks. VET has come higher on the political agenda in most countries, but this has not led to a clear increase in vocational students. A lot of progress has been made in involving stakeholders in VET discussions, in particular through the establishment of VET councils, and in particular sector skills councils. As a result of the Torino Process in the Eastern Europe the awareness of evidence-based policy making has increased. Examples are the skills anticipation and Torino Process reports under development in five regions in Ukraine under Torinet. The Torino Process regional event was organised within EaP Platform 4, under the coordination of DG EAC.

## Central Asia

Awareness of evidence-based policy making has increased as a result of the Torino Process and actions aimed at supporting the creation and use of evidence in the policy cycle have been carried out. Examples are the transitions study in Tajikistan and the tracer methodology in Kyrgyzstan. In cooperation with the Central Asia Education Platform (CAEP) the results of the regional Torino Process report was discussed in February 2013 in Astana. The Torino Process for Central Asia concluded that legislation and VET strategies have matured. Although the region has experienced growth, the labour market still poses a challenge in all countries as most of Central Asia is characterised by growing populations which present both challenges and opportunities. All countries have developed new legislation or new education and employment strategies up to 2015 or 2020.

### **Result 2: Partner countries have strengthened their capacity to develop and apply tools for evidence-based policy making**

In 2013, on the basis of the results of the Torinet initiative, a specific capacity building initiative launched in 2011 after the first round of the Torino Process, the ETF consolidated a specific approach to capacity for the development of human capital, which identifies among key capabilities of stakeholders, evidence-based policy making, as a mean to achieve relevance, sustainability and innovation orientation of VET systems.

In 2013, the Torinet initiative began to show results in the partner countries, in particular Belarus, Kazakhstan, Jordan, Kosovo Tajikistan and Ukraine. These countries have been targeted by specific capacity building actions and processes, which have then served as a basis to shape specific tools and methodologies made available to all ETF partner countries.

After an assessment of stakeholders' needs, capacity building has focused on evidence creation (Belarus, Tajikistan, Kyrgyzstan, Ukraine), evidence mediation (Jordan, Kosovo, Kazakhstan) and use of evidence (Jordan, Belarus, Kyrgyzstan, Ukraine). In Kosovo the support provided in 2010 reinforced the capacity of the pedagogical institute, that then had a key role in the 2012 Torino Process self-assessment, in Belarus the work on quality and indicators led to the specific identification of needs for improving evidence processes and it supported the design of a future EU intervention in VET in the country. In Kyrgyzstan it led to a proactive involvement of VET providers in implementing tracer studies to better anticipate and match skills, in Jordan monitoring and evaluating female employment and VET led to the identification of institutional mechanisms and evidence processes to be improved and to a better definition of the policy network for specific thematic work. In Tajikistan, through Torinet, the school development project was brought to a higher level of debate, exposing participants to EU practices in using evidence produced at provider level to inform decision making at national level in the field of quality assurance.

In 2013 the ETF Capacity Building Policy for the Development of Human Capital was adopted. The Policy takes a comprehensive and cumulative approach which assesses and develops the competences of individuals and networks, the capabilities of stakeholder institutions, and the overall capacity of the system. The policy, based on the EU backbone strategy, was developed through an interactive process of reflection, in particular with European Commission and discussions in the Torino

Process Conference in May 2013, as well as through practical work within regional projects such as GEMM and FRAME, which focus on the capacity of governance systems.

Two Policy Leaders' Forums (PLFs) raised awareness among policy leaders on the role of evidence and capacity needs of institutional actors to achieve change in partner countries. In May, back-to-back with the Torino Conference, ministers of education and labour from SEET countries met together with representatives from EU to discuss the outcomes from the 2013 Torino Process and to share their vision for the human capital development and prepare for participation in the FRAME project. In Marseilles, on 6 October, policy leaders from SEMED country governments, parliaments and civil society met together with EU policy leaders including Pervenche Beres Chair of the European Parliament Economic and Social Affairs Committee and Commissioner Vassiliou to share experience of implementation in quality, active labour market measures and good governance.

In addition to the pilot Torinet initiative, which aims to generate capacity to improve future rounds of the Torino Process, other actions have contributed to capacity building in the countries.

In 2013, the ETF improved the identification of both technical capacity needs in specific thematic areas, through technical tools, guides and reports. At the same time, the ETF identified a number of processes in different thematic areas that will help to reinforce the governance of VET systems. More specifically this includes:

- A **work-based learning** tool to help policy-makers and practitioners further develop work-based learning and practical training in schools.
- A tool box including a handbook, a literature review on benefits and obstacles for work based learning, questionnaires and a compendium of policy practice and examples;
- An ETF position paper and policy briefing to be finalised in 2014.

The handbook was discussed in an International Expert Panel organised in September 2013 on how to improve access to and the quality of work-based learning, including apprenticeships. The panel involved social partners and policymakers from Albania, Egypt, Georgia, Jordan, Kazakhstan, Kosovo, Morocco and Ukraine along with the ETF and EU experts, the European Commission (DG EAC, DG EMPL), Cedefop and international organisations (ILO, European Association of Craft, Small and Medium-sized Enterprises (UEAPME)).

The ETF extended its network of good practitioners with the identification of eight more examples of good practice in partner countries (Albania, Belarus, former Yugoslav Republic of Macedonia, Israel, Palestine and Turkey) and Member States (Austria, Greece, Ireland, Netherlands, Spain, United Kingdom) who met in Turin for the peer review process in June 2013. Further dissemination of good practice will continue in 2014.

In the field of quality, the ETF compiled a series of papers on VET quality assurance and management as background material for further work and provided expert input to VET quality assurance discussions in Belarus, Bosnia and Herzegovina, Palestine and Tajikistan as well as in the implementation of the GEMM project in the Mediterranean region and the PLF for the Mediterranean countries.

New methodological instruments for work in the partner countries were developed. More specifically, these include two methodological guides on (i) Foresight for vision building on future skills and (ii) Reviewing institutional arrangements focusing on the HRD sector for the FRAME project in SEET.

Looking at processes that have been used to enhance capacity in partner countries, two highlights for 2013 come from the vision building process, and the reinforcement of multi-actors and multi-level

cooperation, and country and thematic networks creation and support. In SEET, FRAME supported participatory ownership as well as evidence-based policy making capacity of stakeholders for a multi actor process leading to vision building for skills development. The methodological package developed in 2013 includes the two guides mentioned above as well as a monitoring system based on a set of qualitative and quantitative indicators, in line with the national and regional strategic objectives (SEE 2020) and EU 2020 goals that will provide the policymakers with a tool to assess progress in relation to national targets.

Another important instrument for policy learning and dialogue used in 2013 were the Policy Leaders' Forums (PLF) bringing ministers and deputy ministers from the region together with policy leaders from EU institutions and Member States. On 8 May 2013, the ETF organised a PLF event in Turin, attended by policy leaders from the ministries of education and employment from Albania, Bosnia and Herzegovina, Croatia, the former Yugoslav Republic of Macedonia, Kosovo, Montenegro, Serbia and Turkey to discuss the importance of long-term visions and anticipatory multi-level governance for effective public policy making for human resources development. In order to sustain the dialogue on building a skills vision for 2020, a subsequent Policy Leaders' Forum meeting was conducted on 9-10 October in Salzburg, Austria.

The ETF regional project "Social Inclusion through Education and Training" provides a platform for regional networking and a consolidated reference for the thematic work on social inclusion in the region. The concluding event in Tel Aviv on 11-13 November provided new opportunities for discussions and uncovered new evidence on the role of VET for promoting social inclusion.

The development and implementation of national qualifications frameworks which is underway in most countries required the ETF to provide technical support to improve the knowledge and competences of national experts working in this field, with key activities in 2013 taking place in Serbia, in the former Yugoslav Republic of Macedonia, Kosovo and Turkey.

In the **Southern and Eastern Mediterranean** region, capacity building focussed on the use of tools and instruments to support the transparency and comparability of qualifications at sectoral level (construction and tourism), building on European Qualifications Framework principles and instruments. It also involved Egypt, Jordan, Morocco, and Tunisia. The capacity building programme included support to national technical teams composed of sector representatives, representatives of ministries and qualifications agencies, regional workshops and peer learning with EU Member States. One major achievement was the establishment of the Euromed Strategic Committee that will ensure institutional positioning of the cooperation process and will steer the second phase of the project that starts in 2014.

The ETF created and facilitated a network of regional stakeholders from Tangers – Tetouan, which also involved training providers. The topic was project and process management to support the use of technical knowledge related to the national qualifications framework. In Tunisia as a whole, specific activities were undertaken to support regional governance by involving different stakeholder groups (school boards, regional governorate, and observatory network) in joint policy work. Technical knowledge was the focus of support provided to Lebanon, which focused on entrepreneurial learning and introducing entrepreneurship as a core skill in the education and training system (through a project co-funded by the Italian government). This was also supported by ILO and UNESCO, with whom ETF delivered a specific training course for directors and trainers in 20 pilot schools. This led to the selected schools buying into and applying entrepreneurial learning approaches in the curriculum. In Palestine, the ETF supported the debate that led to the establishment of a teacher training system through the institutionalisation of an in-service teacher training course at the technical college and agreement to provide national recognition for the course.

The ETF supported the skills dimension of mobility and migration in the Mobility Partnership between the EU and the **Eastern European partner countries** through regional level technical capacity building focused on sector skills councils and validation of non-formal and informal learning. The actions led to development and policy decisions to set up such councils in Azerbaijan, Belarus and Georgia, while existing sector councils in the Republic of Moldova received support to extend their mandate from its original focus on occupational standards to labour market analysis. A methodology for the skills analysis was developed for the agricultural skills council and will be used for a similar analysis in the construction sector in 2014. In the Russia a study of trade union organisation sharpened awareness of the stronger role of trade unions in sector skills councils. A position paper on sector skills councils has been developed, drawing upon international experience as an input to the discussions at country level, in particular in Eastern Europe.

VET reform continued in the region in 2013 with a strong focus on developing national qualification frameworks. The ETF supported this process through policy advice and capacity building for designing the overall frameworks, establishing (the concept of) sector skills councils and piloting the validation of non-formal and informal learning. Under the Eastern Partnership Platforms 2 and 4, the ETF also facilitated regional policy dialogue and learning in the areas of skills matching and entrepreneurial learning.

The validation of non-formal and informal learning among chefs in Armenia and Ukraine was tested in two pilot projects. The assessment and validation methodologies will be further refined to ensure their feasibility in all sectors. In Georgia, the concept for validation was elaborated for further policy decisions.

In Azerbaijan, the Republic of Moldova and Ukraine capacities to develop national qualifications frameworks were developed through multi-stakeholder discussions that focused on implementation mechanisms of draft or adopted NQF legislation in Azerbaijan and Ukraine. In the Republic of Moldova the main aim was to develop an NQF concept as a basis for draft legislation. In Russia and Ukraine stakeholders were informed about skills matching and anticipation methodologies. In Armenia and Georgia stakeholders learned about different career guidance approaches and methodologies. In Armenia a module for career guidance specialists in schools was developed. In Russia and Georgia stakeholder debates were facilitated to strengthen the role of social partners in social dialogue.

In **Central Asia**, at regional level capacity to design and implement reforms was supported through the finalisation of the Teacher Training Handbook on school development. The modules on teacher training and quality assurance were tested in pilot schools in Kazakhstan, Kyrgyzstan and Tajikistan, and more than 60 participants were trained. Both these modules and a third one on school management were been implemented in Uzbekistan. Communities of practice have been set up in the three countries, where vocational school directors and staff have the opportunity to share experience around selected topics and about other issues of daily practice. In parallel a network of policy makers met and discussed quality assurance policies and practice. The role of school self-assessment was discussed along with how to make it useful as a means for ministries to monitor school performance. School development capacity building led to improvements in the pilot schools. This was demonstrated by increased enrolment rates, internship and practice opportunities for students, involvement and partnership with the private sector, improved internal communication and student and community satisfaction. Activities in Tajikistan as well as an assessment of the capacity developed by the project since 2009 was undertaken using the EU RAC (rapid assessment of capacity) methodology.

Kyrgyz stakeholders worked with a tracer study methodology piloted in five vocational schools and explored the use of the outcomes. They also learned from practice in Estonia. Two Kyrgyz sector skills council members participated in regional events on sector skills councils in Eastern Europe. In November 2013 they shared their findings with members of the existing seven sector councils, the

VET Agency and the Methodological Centre. The event explored existing capacity and the readiness of sector councils and provided conceptual input on possible council tasks and organisational questions. Following the event, the Asian Development Bank expressed an interest in cooperating with the ETF on this issue for their VET II project. The VET Agency and Methodological Centre looked into ways of making in-service teacher training programmes more demand oriented through two workshops organised by the ETF. The recommendations and follow-up of the Transition Study in Tajikistan proposed an increase in support for quality assurance. Results from a peer learning visit to Montenegro were shared with local stakeholders. The ministry is now investigating a system of self-assessment that can be introduced and the quality assurance mechanisms that could be used in fee-based VET. In Uzbekistan options for improved education and business relations were discussed. The workshop was organised with the British Council. In Turkmenistan directors of pilot vocational schools of the EU project discussed the first module on school management produced in the context of the school development project.

### **Result 3: Partner countries have improved their labour market analysis and reviewed VET systems to make them more relevant and raise quality**

Methodologies, tools and national/regional labour market analysis conducted by the ETF in the field of employment provide targeted policy advice to the partner countries and help to build the capacity of national stakeholders to: (i) improve the use of data to formulate better national policies on VET and employment; (ii) improve the implementation of national policies.

To support countries to better match skills for the labour market needs, the ETF worked with ILO and Cedefop on the development of four guides focused on matching and anticipating skills needs as well as approaches and tools to address quantitative, qualitative and institutional aspects of skills matching. The guides focus on the following topics (i) sectoral approaches in anticipating skills demand; (ii) forecasting and foresight; (iii) the role of employment services in matching and anticipation; and, (iv) the use of labour market information for matching and anticipating skills. All guides were extensively reviewed in a validation workshop with experts from the EU, partner countries, Asia, Africa and South America jointly organised with Cedefop and the ILO in July. The finalisation of the guides, in particular the guide on the use of labour market data, will take place in 2014 so as to fully take into account the specificities and the needs of developing and transition countries. Two new guides, one for tracer studies and student feedback surveys under the leadership of the ETF (practical guide on tracer studies) and a second on enterprise surveys under the leadership of ILO (practical guide on establishing skills surveys) were also launched. The materials collected supported ETF country and regional activities e.g. the conference on matching skills with jobs organised jointly by the European Commission and the ETF under the Eastern Partnership Initiative which addressed country development needs and expectations in October.

The ETF studied the skills dimension of migration and disseminated the results of its work in the framework of the project on migration and skills to support activities in the partner countries. The ETF published a comparative report on migration and skills based on the analysis of the results from three ETF country surveys in Armenia, Georgia and Morocco while the survey datasets were made available for download on the ETF website. The ETF also launched a study aiming to build an inventory of policy measures to support migrants and returnees and draw lessons learnt from international experience as well as experience from ETF partner countries (giving priority to those with mobility partnerships). The study was carried out together with the Migration Policy Centre of the European University Institute (EUI). The purpose is to enhance the knowledge base upon which the ETF provides policy advice on skills related issues for migration management

The VET policy-making process in SEET was informed through the production of several studies and analytical papers. Under the Social Inclusion through Education and Training regional project research teams in all SEE countries, Turkey and Israel investigated the impact of vocational education on social

inclusion and social cohesion. Nine country reports and a cross-country report were produced containing recommendations on the role vocational schools can play in promoting more inclusive societies. The findings and the cross country recommendations provide new evidence and inspiration to policy-makers to develop policies that enable vocational education systems to better contribute to the promotion of skills, socialisation, civic values and social inclusion.

The development of sector strategies in the region was facilitated by the ETF. The ETF assisted the elaboration of the Sectorial strategy on employment and social welfare 2014-20 in Kosovo and was requested to support the elaboration of an action plan for its implementation. In the former Yugoslav Republic of Macedonia, the ETF provided support for the development of a VET strategy (supplemented by an Action and a Budget Plan) and of an Entrepreneurial Learning Strategy and its Action Plan. In Albania the ETF carried out a feasibility study for setting up 3-4 multifunctional VET centres. As a spin-off, the ETF was asked by the national authorities to conduct (together with GIZ and local experts) a vocational school baseline study in 54 vocational education and training institutions in the entire country whose results will feed into the optimisation of a VET providers' network as a part of the systemic reform under way in the country.

The ETF participated in the annual conference on the EU Strategy for the Danube Region in October with a key note speech on the importance of HRD for the Danube strategy. The ETF was asked to continue contributing to work on 'green competences'. The ETF also took part in the Steering Group meeting of Priority Area 9 'People and skills'. It was agreed that the ETF will host the next steering group meeting of Priority Area 9 'People and skills' in Turin in May 2014.

In the Southern and Eastern Mediterranean, country employability fiches and a regional employability review with a focus on active labour market programmes were drafted to increase and improve the availability of evidence in partner countries and to inform national policies and EC services. The analysis produced for the High Level Policy Forum facilitated policy dialogue and policy learning opportunities among ministries of labour.

The availability of labour market information was increased and improved in Morocco through the Employability Note, discussed with the national authorities and used for the ongoing elaboration of the national employment strategy.

The capacity of local stakeholders in the Médenine region in Tunisia was improved to help them to analyse labour market needs at local level, in particular in the tourism sector, through the implementation of the regional project "Le capital humain au service du développement socio-économique régional de Médenine, Tunisie".

Through the FRAME project, national stakeholders in the SEET region have improved their knowledge and understanding of international trends and drivers influencing the demand for skills and have used this knowledge to elaborate their shared vision for skills 2020.

Through the implementation of the foresight component of the FRAME project, networks in the SEET countries were created that brought together people from different sectors and institutions involved with shaping the future of HRD (education, employment, economy): different stakeholders were brought together to work on their visions and assessments of the future, with the purpose of helping them become better able collectively to understand the challenges and opportunities that they have to face, and to analyse the strategies and the objectives that the others might pursue. Stakeholders were exposed to Foresight – a relatively unknown tool in the region – and started to embed foresight in decision making processes and to use it as a change management tool. The capacity of national actors was built throughout the region and the development of a "foresight culture" helped the countries to elaborate their visions for skills.

Through the provision of policy advice, the Kosovo Public Employment Service went through a process of modernization, including the use and targeting of active labour market programmes.

In Eastern Europe, the Azeri Ministry of Education drafted a new VET strategy using the recommendations of the evaluation on its state programme for VET 2007-12 carried out by the ETF at the request of the ministry. The review of VET in Georgia laid the basis for the new EU VET and Employment project that has strengthening the role of social partners as an important objective. Contributions to concept development have been delivered to Belarus on quality assurance and sector skills councils, to the Republic of Moldova on NQF, to Georgia on the validation of non-formal and informal learning and on career guidance training material in Armenia. An inventory of NQF developments has been made for all countries.

In **Central Asia**, in Kazakhstan, the education and business cooperation is being studied with data collection on policies and practice in three Kazakh regions. In 2014 results will be discussed with national stakeholders. In Tajikistan the Transition study has provided recommendations for improved policy measures.

#### **Result 4: EU external policy instruments programming and, when relevant, the external policies of internal policies have been supported by the ETF**

Support to the EU on entrepreneurship learning and enterprise skills was provided through the active participation and contribution to the DG EAC Working group on Entrepreneurial Learning Outcomes.

The ETF continued to provide customised support to the EU Mobility Partnership agreements and migration meetings between the European Commission and relevant partner countries regarding the skills dimension of legal migration and its developmental impact on countries of origin. Upon invitation by DG HOME, ETF experts undertook a migration assessment from an education, TVET and labour market perspective of Jordanian capacity to manage incoming and outgoing legal migration flows, as part of the EU Assessment Mission on Migration, Mobility and Security Dialogue with Jordan, 2-5 July 2013. The ETF findings and recommendations were presented by DG HOME to the EU Member States in September 2013.

At the EQF Advisory Group meeting on 26-27 September the ETF supported DG EAC during a meeting with UNESCO on establishing world reference levels for qualifications chairing one of the event discussion sessions. The ETF regularly follows the EQF Advisory Group and in the November meeting they presented the ETF "Qualifications for the Mediterranean" project.

The EU interventions in SEET were monitored and prepared with the support of ETF experts. The ETF provided input to the Commission's 2013 enlargement package – the Enlargement Strategy and Main Challenges 2013-2014 and the annual progress reports of the countries through the review of VET, employment and social inclusion policies. The ETF continued to offer expert opinions to DG ELARG with regard to the implementation of the IPA MB 2001 EU/CoE Joint Project "Regional Support for Inclusive Education" and attended the steering board meetings. Also for the IPA-Multi-Beneficiary-Project on Private Sector Development, the ETF sustained its regular support to DG ELARG. The ETF continued to be involved in the work of the Southeast Europe Investment Committee (SEEIC) (as per the Memorandum of Understanding signed in November 2011 and facilitated by the Regional Cooperation Council) for the development of the Southeast Europe 2020 strategy. The Southeast Europe 2020 strategy is expected to provide the framework for future regional co-operation and serve as a major input for IPA-Multi-beneficiary programming. The ETF actively contributed to its elaboration.

Serbia and Montenegro developed a vision for 2020 skills with specific priorities and roadmaps with the support of the FRAME project. In the other countries, vision papers are being prepared or awaiting validation. In 2012 DG ELARG invited the ETF to support the programming of IPA II in the

enlargement countries by developing long-term visions for HRD, roadmaps for their implementation and specific indicators for monitoring. The request resulted in the development of a project that has been included in the 2013 ETF work programme financed from the IPA-Multi-Beneficiary Envelope 2013. The overall objective is to assist the countries to develop the skills of their people for economic development and social cohesion in a medium to long-term perspective. The project, entitled "Supporting the Development of Comprehensive HRD Strategic Vision in the Enlargement Countries" or FRAME project started in 2013 and will end in 2014; it is built around four components (foresight; review of institutional arrangements; monitoring; and regional cooperation). The foresight component of FRAME was piloted in Montenegro and Serbia during the first half of 2013. In the second half of 2013, FRAME was rolled out to encompass all enlargement countries.

The ETF provided inputs to the Country Strategy Papers (2014-20) (employment, education and training, social inclusion) for all candidate and potential candidate countries and to the Multi-country Strategy Paper (2014-2020) under IPA II preparations.

A general trend in 2013 in the SEMED region was an increase in support for designing and implementing EU projects and programmes. The ETF also supported the EEAS and EC in negotiations of the Mobility Partnership in Morocco and migration dialogue in Tunisia and Jordan.

The ETF contributed to regional policy dialogue on issues linked to employability, gender, skills and mobility and support to SMEs by conducting several important analyses, on employability and skills for SMEs in support of the partner countries. Regional policy dialogue between SEMED countries and the Union for Mediterranean was increased in 2013 with the ETF's help. The ETF provided two relevant policy analyses:

- the assessment of the implementation of the Euro-Mediterranean Charter for Enterprise/"Small Business Act" for Europe in collaboration with DG Enterprise and Industry (DG ENTR), the Organisation for Economic Co-operation and Development (OECD) and the European Investment Bank. The ETF assessed human capital related dimensions and drafted the corresponding thematic chapters. For the first time, the regional report includes a background country fiche on Libya. The assessment will feed directly into the preparations of the 2014 Union for the Mediterranean ministerial meeting on Euro-Mediterranean industrial cooperation and the results will guide the organisation of regional and country specific training seminars from 2014 to 2016;
- regarding employment, the ETF revised the country employability fiches and, based on studies in five countries, prepared a short regional note on active labour market measure to support youth employment. This note was used for ETF inputs to the EuroMed EESC summit and other conferences. The ETF also participated in the ARLEM plenary meeting to share preliminary analysis on multilevel governance in VET and support the regionalisation of VET policies in Tunisia and Morocco. The ETF also provided input to the ENP progress reports.

2013 marked the first year of implementation of the regional GEMM project, funded by the European Union and implemented by the ETF on behalf of DG DEVCO. The first year saw the establishment of national coordination committees in all countries except Egypt and Algeria, the adaptation of an ETF methodology for a multilevel governance mapping at country level, a draft mapping in all countries (in Egypt only desk research, in Israel delayed due to contractual issues), the identification of pilot projects in all countries (except Algeria and Egypt) and the definition of the capacity building needs assessment tools.

At country level, the ETF supported the delivery of EU interventions in Egypt, Jordan, Morocco and Palestine. Some of the requests from the EU Delegations came during the year (namely Jordan and Palestine) and have meant a reprioritisation of resources with some activities at country level being

postponed. The ETF also supported Mobility Partnership negotiations in Morocco and contributed to migration policy dialogue in Jordan providing regular inputs to meetings and reports.

In **Eastern Europe**, regional policy dialogue on skills matching and entrepreneurial learning progressed with the support of the ETF through EaP Platforms 2 and 4. In two laboratories in Lisbon and Batumi as well as a final conference in Brussels, key stakeholders shared experience on skills analysis methods and on the need to build links between self-employment and entrepreneurship policies. They expressed the wish to continue sharing skills anticipation practice at regional level, which will be possible through the continued support of Platform 2. As a follow-up to the SBA assessment round of 2012 a regional conference on Entrepreneurial Learning created awareness about moving from an entrepreneurship curriculum to entrepreneurial learning as a key competence. The Platform 2 and 4 work programmes for 2014-17 include ETF actions on small business assessment, entrepreneurial learning, and enterprise skills, women and young entrepreneurs, skills matching, labour migration and national qualifications framework.

The ETF provided support for the SPSP in Armenia and Georgia, the monitoring of EU projects in Azerbaijan, the Republic of Moldova and Ukraine and the identification of new projects in Belarus on VET Quality Assurance and in Georgia on VET and Employment. A recent DG DEVCO report recognised the ETF's added value in EU investment in Armenia, Georgia and the Republic of Moldova. The ETF also contributed to the ENP progress reports. The production of VET and employment fiches had to be postponed due to an accumulation of activities at the end of 2013.

For the EU Mobility Partnerships with Armenia, the Republic of Moldova and Georgia, the ETF provided regular inputs to meetings and reports and organised a policy sharing seminar on skills for migration in November in Tbilisi under the Lithuanian EU Presidency.

In **Central Asia**, further support to the delivery of EU assistance was given in the form of contributions to the new EU programming 2014-20. Education and training is a priority in Kyrgyzstan, Tajikistan and Turkmenistan, while in Uzbekistan the ETF has been asked to prepare a VET component within the Rural Development priority. In Turkmenistan the ETF continues to bridge the gap between the old EU projects that finished in 2013 and the new project to start late 2014. The ETF has focused on strengthening the network of pilot vocational school directors and has helped to share experiences linked to the implementation of new curricula. Inputs have been given to the European Commission for bilateral committees and for information updates.

### **Result 5: Relevant information, exchange of experience and good practice in human capital development has been disseminated and exchanged with and among partner countries**

In 2013, cooperation with stakeholders continued to be a key area. In the process of preparing the ETF Mid-Term Perspective 2014-17 and the 2014 Work Programme, the ETF had extensive consultations with different key actors in Brussels, including DGs EAC, ELARG, DEVCO, EMPL, ENTR and HOME as well as the EEAS to align the objectives and activities to the strategic orientations and priorities of the European Commission and other key European actors.

The ETF regularly contributed to the debates and reports prepared by European Parliament members or committees. It also provided technical expertise and relevant data about the ETF's activities, expertise and achievements on request. The Employment Committee chair actively contributed to corporate activities<sup>12</sup> underlying the value of inclusive policy dialogue bridging government, parliament and civil society as well as greater potential for change in education and training systems.

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<sup>12</sup> ETF Policy Leaders' Forum on Public Management of Education, Training and Employment Policies in the Arab States of the Southern and Eastern Mediterranean - the culture of change, Marseilles, 6 October 2013 and the Torino Process corporate conference 'Moving Skills Forward' 8-9 May 2013.

Cooperation with other EU agencies was enhanced, in particular with Cedefop and Eurofound, through the exchange of expertise, participation in events, knowledge sharing seminars organised twice a year and the promotion of synergy and complementarity through joint annual work programmes. The achievements of cooperation with Cedefop are presented in annex.

In the framework of the ETF project 'Governance for Employability in the Mediterranean', the ETF and Eurofound continued to exchange experience in the field of the governance of VET systems, and in particular on financing VET systems and social partnership. The two agencies also exchanged the results of their work on restructuring SMEs (Eurofound), entrepreneurship, migration and work based learning (ETF).

In the framework of promoting multi-level governance in the context of the EU neighbourhood policy, the ETF strengthened its links with the European Economic and Social Committee as well as with the Committee of the Regions and its structures ARLEM<sup>13</sup> and CORLEAP<sup>14</sup>.

In 2013, the ETF collaborated closely with the EU Presidencies of Ireland and Lithuania and provided expertise during events organised by the Presidencies. The Torino Process conference – *Moving Skills Forward*, 8-9 May 2013 and the event on "*People's skills and global approach to migration and mobility (GAMM)*", 4-5 November 2013, Tbilisi, Georgia, also benefitted from EU Presidency representatives.

In accordance with its mandate, the ETF disseminates information and encourages networking and the exchange of experience and good practice between the EU and partner countries. In order to fulfil this function in 2013 the ETF sent a questionnaire to Governing Board members to map good practice, examples and experience that could be shared with partner countries. The objectives of the exercise were: i) to enhance opportunities for knowledge sharing, capacity building and peer learning, and ii) to enhance the coordinated actions of ETF work with Member States in the partner countries. The information provided was used to prepare several actions and activities developed by the ETF at partner country and regional levels.

In this context, with the support of BMZ<sup>15</sup>, the ETF and the GIZ<sup>16</sup> organised a joint workshop in Turin on 23 October where cooperation was discussed, focusing on three pilot cases: Kosovo, Palestine and Tunisia. Both institutions continue to strengthen their cooperation.

In response to increasing concerns about how policymakers and the education and training communities can more effectively respond to the challenges of growth and employment, the ETF and the British Council jointly organised two events on the topic of entrepreneurial learning: the joint policy event on entrepreneurial learning 'Enterprise, Entrepreneurship and Employability', on 19 November, 2013, in Tashkent, Uzbekistan and the joint cross-regional policy event on 'Enterprise and Entrepreneurship', 18-22 November 2013. Both seminars looked at EU Member State approaches to developing entrepreneurship within the education system and the contribution enterprise makes to economic recovery, sustainable growth and jobs. Presentations for the Commission services were also made within the British Council events on youth employability on 16 June 2013, and on youth employment in North Africa on 15-16 October 2013.

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<sup>13</sup> Euro-Mediterranean Regional and Local Assembly (ARLEM)

<sup>14</sup> Conference of Regional and Local Authorities for the Eastern Partnership (CORLEAP)

<sup>15</sup> BMZ is the German Federal Ministry for Economic Cooperation and Development

<sup>16</sup> GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) GmbH is German Society for International Cooperation)

Two peer learning sessions were organised jointly with the Federal Ministry of Education, Arts and Culture from Austria for Palestinian stakeholders in Vienna from 10-13 December 2013 and with GIZ for Bosnia and Herzegovina experts on adult education from 18-21 June 2013.

Intensive cooperation with international organisations and development banks at country and regional level as well as on thematic topics was achieved during the year.

The ETF continued to invest in the activities of the inter-agency working group on VET and attended the meeting in Paris in 20 September 2013, during which outcomes and progress of activities undertaken in sub-groups on indicators and green skills were discussed. Participants also had an exploratory discussion on the role of TVET in the post 2015 agenda. Within the framework of the inter-agency working group, the ETF provided input to the HCD indicators developed under the G20 working group on the topic, based on expertise in the low income countries of the ETF portfolio.

In order to coordinate efforts and ensure synergy, the ETF met representatives of the development agencies from the Member States and international organisations active in the Southern Mediterranean region in the area of human capital development. The first meeting was organised on 12-13 February 2013, and aimed to capitalise on the surge of donor interest in skills in the region. The event captured the range, scale and focus of donor investment in VET, drawing on the Torino Process analytical framework and the Shanghai Consensus. In particular, the event focused on enhancing cooperation on employability, governance and youth participation through a better common understanding of priorities and policy measures advocated by donors. The meeting also provided the opportunity to identify further donor cooperation initiatives at thematic and country level which would bring greater coherence among donor actions and empower partner countries in the process. The second meeting was organised on 21-22 October and focused on private sector involvement in TVET. There is a largely shared vision among donors as regards the importance of involving the private sector in TVET. Tools have been developed in several projects and they can be adapted to context. However, there is a need for a concerted effort to elevate pilot projects to sustainable system impact. There is consensus among the participants to continue to meet in this format and have the opportunity to share experience and knowledge.

The ETF, EBRD and EIB continued to work together on issues related to entrepreneurial learning. Cooperation with the Council of Europe, the Regional Co-operation Council for South Eastern Europe, Union for Mediterranean, SEECEL, ERI SEE and other bodies like European Group on Public Administration (EGPA), Anna Lindh Forum and the Network for Policy Research, Review and Advice on Education and Training (NORRAG) was promoted through sharing expertise and experience in human capital development. A detailed overview is presented in annex.

Member State and international experience on work-based learning will be disseminated to partner countries through the ETF publication 'Work-based learning – option or must for VET systems?'. Drafting began in 2013 and the document will be finalised in 2014.

The ETF extended its network of good practitioners with the identification of eight more examples of good practice in ETF partner countries (Albania, Belarus, the former Yugoslav Republic of Macedonia, Israel, Palestine and Turkey) and Member States (Austria, Greece, Ireland, Netherlands, Spain, United Kingdom) which met in Turin for the peer review process in June 2013. Further dissemination of good practice will continue in 2014.

Knowledge sharing of developments in qualification frameworks in the ETF partner countries, EU Member States and internationally has been achieved through the qualifications platform, which counts around 600 participants. It exists in English and Russian.

The ETF participated in the European quality assurance in vocational education and training (EQUAVET) working groups and steering committee, the joint Cedefop-EQAVET seminar on quality

assurance in VET and higher education, and the European Trade Union Syndicate (ETUC) conference focusing on quality frameworks for apprenticeships and work-based learning to help make VET more attractive.

In SEET, the outputs of the ETF regional project 'Social inclusion through Education and Training' included nine country reports and a cross country report. These were published on the ETF website. Furthermore, the main findings and recommendations from the reports were discussed and disseminated within the project's regional network, as well as between the network and EC services (EC Delegations, DG ELARG, DG EAC, DG EMPL). To facilitate the handover of Croatia to Cedefop as of 1 July 2013, and as per the Cedefop-ETF Work Programme 2013, the ETF prepared and submitted a country resource dossier on VET in Croatia and took part in a knowledge-sharing seminar in Thessaloniki in April. At country level, the ETF continued to share information and cooperate with donor communities in all SEET countries.

In the Southern and Eastern Mediterranean region, the lessons learnt from the entrepreneurial training project in Lebanon were disseminated in a workshop that involved the Minister of Education and Higher Education and the Italian authorities. The conference concluded with an agreement to support a second phase to elaborate a lifelong learning framework for entrepreneurial learning. The results of the first phase of the regional qualifications project were disseminated to project partners and the strategic committee for the second phase of the project. In Tunisia, the Medenine employment forum organised in the framework of the ETF project brought together more than 2000 participants and included a series of workshops on, for example, how to prepare a CV, guidance on professional opportunities, etc.

Contacts have intensified with Arab Labour Organisation ARADO, the World Bank CMI centre in Marseilles, ARLEM, EESC, UFM Secretariat, Anna Lind Foundation, UNESCO, ILO, and several bilateral organisations. Two meetings were organised in Turin to ensure the coordination of donor action.

In Eastern Europe the ETF and the EU Delegation organised a conference in Ukraine in March to disseminate the results of the Dnepropetrovsk pilot project on regional skills analysis and school optimisation. Ukrainian regions showed a lot of interest in implementing similar projects in their regions. Three regions sent two proposals for support from the EU Regional Development Programme at the end of 2013. The dissemination conference for the continuing training project was replaced by two regional workshops on sector skills councils and validation of non-formal and informal learning, because the project will continue in 2014. ETF staff prepared several articles on career guidance, social partnership and migration which were published in Eastern Europe.

The ETF organised a conference on 'The Skills Dimension of the EU's Global Approach to Migration and Mobility (GAMM)' on 4-5 November 2013 in Tbilisi (Georgia) which brought a vast array of experiences and stimulating ideas and opinions. This was the last conference of the three-year ETF project for the Eastern Partnership countries bringing together around 45 participants from Georgia, the Republic of Moldova, Armenia and Azerbaijan.

In **Central Asia**, the findings of the first phase of the School Development project were brought together in a report. Through a newsletter, a dedicated website and a Facebook page, the results of the School Development project have been widely disseminated.

## Communication

To garner support to its mission, the ETF engaged in a range of communication activities, from events and visits to publications and promotion on digital channels. As a result of ETF activities, relevant information, exchange of experience and good practice in human capital development was disseminated among partner countries.

Face-to-face communication during 22 different events involving some 829 participants helped in capacity building for policy learning and network creation. Events included small meetings for a few experts and large-scale events, such as the Policy Leaders' Forums in Marseilles and Salzburg in October, and the major corporate conference that concluded the second round of the Torino Process in May. These events contributed to the dissemination of relevant EU policy developments and good practice from Member States.

Some 65 expertise publications and documents in various formats were published online or on paper. Four issues of the Live&Learn magazine, with an average print-run of 6,300, were written, published and sent out. In addition several briefing notes, leaflets and brochures were produced.

The ETF communicated actively through online channels. The website received over 720,000 visits during the year, and more than 625,000 downloads were made. The ETF Facebook page saw a twofold increase in the number of followers reaching nearly 6000 likes. Updates on Twitter allowed live reporting from ETF conferences and information about the ETF and VET to be distributed to a 2000-strong audience. Ten videos about ETF activities, produced during year and distributed on YouTube and other social media, were viewed by some 2000 people.

### **Knowledge management**

In 2010-13, the ETF consolidated its capacity to capture and retrieve knowledge generated through its activities, including the consolidation of social media based knowledge sharing platforms and the introduction of a content management system. The ETF further developed knowledge management methodologies for more effective policy learning in partner countries and tools to support them in sourcing, communicating and deploying knowledge in the policy cycle.

Systematic knowledge sharing took place within ETF project 'communities' within a policy learning approach and a repository to capture and systematise relevant methodologies helps to make meetings and policy processes in partner countries more effective and efficient. In 2013, the ETF adapted a number of tools such as the international 'Six Thinking Hats' method and Second Life to increase the return from its operations, contribute to its capacity building policy and enrich the range of tools for building capacity on evidence-based policy making.

The core knowledge on countries and themes is accessible, used and continuously enriched. In particular, the ETF ensured the continued evolution of its library function towards providing information and knowledge available on virtual international databases. In addition, the ETF continued to promote efficiency, effectiveness and consistency in operations by consolidating its capacity to retrieve internal knowledge on ETF projects, conferences, publications as well as missions in consultation with the Eurolib network to ensure coherence with approaches of relevant EU institutions.

Online collaboration was streamlined in line with international practice to share information, knowledge and experience, and through social networking platforms to inform its work, the ETF carried out a study on Social Media for Online Collaboration. This documented ETF 65 on-line communities, 30 blogs, 70 forums, 30 wikis and approximately 1,200 user profiles, and recommended that the work should be continued and further integrated into other ETF information bases such as the intranet.

## **1.3 Performance and cost-effectiveness**

The section presents the assessment of the performance and cost-effectiveness of the ETF in 2013 in achieving the results detailed above. This is done according to three criteria: (i) added-value and relevance; (ii) economy, efficiency and effectiveness and (iii) quality (in its sense of continuing improvement cycle at project level).

### **Added value and relevance**

'Result' is the generic term used to define changes to a certain condition due to the occurrence of an intervention. The results chain consists of several causally-connected elements from activities to outputs, outcomes, added-value and impact<sup>17</sup>. While outputs (final products of the ETF's intervention in a year), and to certain degree outcomes (the effect of these outputs on partner country stakeholders) can be measured at the end of the year, added-value can be identified as a cumulative effect of several years of intervention in a country or policy area. The ETF decided to report on its added-value at the end of its Mid-term Perspective (four-year plan).

On the added value of the ETF, a study conducted by DG DEVCO noted: *"it was possible to appreciate how the supported TVET systems benefited from the technical competencies of the ETF staff and the structured, consultative process of key VET stakeholders in the countries. In addition, the networks established in the countries and among countries via regional, sub-regional and thematic consultations and capacity building, as well as the 'practice' communities that complement the ETF's internal capacity and capability were also of added value."*<sup>18</sup> The conclusion confirms the European Commission Report on the ETF following the 2012 External Evaluation which shares the evaluators' positive assessment of the ETF's added value and cost-effectiveness: *"It was found that ETF is cost-effective in its work. Given its vast thematic mandate, large geographical area and relatively modest budget, the ETF has proven to be flexible in the past in deploying its support where EU institutions and Governing Board deemed it most necessary."*<sup>19</sup>

Following the principles on aid effectiveness and the European Commission Communication 'EU code of conduct on the division of labour in development policy' (COM(2007) 72 final), GIZ and the ETF carried out a joint activity in 2013 to assess the added value of both organisations and their cooperation in three selected countries. Both organisations confirmed the added value of cooperation in terms of consistent policy support/policy messages for partner countries; explicit complementarity in operational priorities (e.g. in Bosnia and Herzegovina, GIZ worked on non-formal education, adult education and the ETF on formal TVET) and in institutional roles (e.g. GIZ draws on German VET experience while the ETF represents a neutral, overall EU VET experience; the ETF focuses on policy support that complements the GIZ focus on technical assistance/capacity building/cooperation with private sector); sharing of conceptual approaches/tools; sharing of networks and participation in consultative bodies; knowledge sharing to maximise best return for partner countries from each institution's technical competences, financial capacity and availability in the field.

In 2013, the ETF conducted an external Torino Process Interim Evaluation, which in terms of added value stated:

*"The evaluation found the current added value:*

- *Development of a new mind set and holistic way of thinking for VET development;*
- *Strengthening national human resources and authorities in the concept of evidence-based policy making;*
- *Strengthening national human resources in gathering data for evidence-based policy making.*

*In addition, the evaluation foresees the following potential added value:*

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<sup>17</sup> Meyer, W. and Thomas, S. (2011): Monitoring and measuring the results of interventions related to technical and vocational education and training and the labour market, BMZ-GIZ

<sup>18</sup> TVET and Skills Development in EU Development Cooperation 2012/308055/1 Final Report, EC, 2013

<sup>19</sup> EC, Brussels, 15.10.2012, COM(2012) 588 final

- *Demonstrate, by using measurable outputs (indicators, i.e. evidence) that VET (iVET and cVET) can influence social dimension of one society, by raising the employment possibilities for all age groups, vulnerable groups and both genders.*
- *Development of new methodologies and approaches in data gathering and analysis;*
- *Transferring the concept of evidence-based policy making to other national sectors (e.g. health, transport, etc.)”<sup>20</sup>.*

The Torino Process Interim Evaluation concluded: *“The stakeholder survey, which was purely based upon self-assessment, clearly documents the benefits which accrue to the key national stakeholders. The country visits further accentuated the reinforced encouragement to increase the effort in the ongoing reforms of the VET system, perhaps even the reforms of the complete educational sector.”<sup>21</sup>*

**Economy, efficiency and effectiveness:** In 2013 the ETF contracted an external evaluation on the role of social partners in VET<sup>22</sup> in the partner countries. The main findings and recommendations were the following:

- Social partners report very high levels of satisfaction with the work of ETF and there is evidence of a significant impact on social partner capacities in VET and in their involvement in VET policy and implementation. However, the actual involvement of social partners is partial and uneven. The realities of central decision making and necessary sensitivity to political context mean that the ETF tends to work through the government agenda. This means in turn that certain social partner organisations may be unwelcome and also that bilateral work with social partners is rare except for targeted initiatives or as part of a broader tripartite activity.
- The status, evolution and representativeness of social partners is an increasingly fuzzy field and there are tensions between formal definitions and changing realities concerning social dialogue in partner countries. The ETF’s leverage and expertise is well placed to lead a debate on this issue.
- As a relatively small player among other Member State donor organisations, the ETF has accomplished the development of a unique role in combining expertise, commitment and process orientation, with a strong focus on network building in a sustainable model. Where other donors pull out when projects are completed, the ETF has a long-term focus on building capacity and platforms for social partners over a longer period of time.
- The ETF generally has a high responsiveness to social partners, taking the political, economic and cultural context into consideration. The Torino Process helps the ETF to gain a more detailed understanding of the priorities for action, in order to be able to respond in a prioritised manner to the recommendations of the Torino Process country self-assessments. In the feedback, however, some examples were given that pointed towards the need for better needs assessments of social partners.

With regard to effectiveness: *“In the Torino Process, the regional differences in social partner involvement is clearly expressed in the different levels of active or passive involvement, that have been observed across the IPA, Eastern European, SEMED and Central Asian regions. The recent Torino Process Interim Evaluation noted that social partners participate but tend not to be ‘actively’ involved. In the other end of the scale (mainly in Balkan Countries, often pre-accession countries,*

<sup>20</sup> Torino Process Interim Evaluation, ETF, SKS -12-05, Ikon Institute September 2013 <http://bit.ly/MyeYLS>, p.35

<sup>21</sup> Torino Process Interim Evaluation, ETF, SKS -12-05, Ikon Institute September 2013 <http://bit.ly/MyeYLS>, P.30

<sup>22</sup> Evaluation of Social Partner Development in the ETF activities, ETF, SKS -12-05, Ikon Institute September 2013

which includes Turkey) social partner involvement has a far more qualitative impact on the work, the conclusions, etc. And it is in these countries we mainly find real tri-partite bodies. Employers' organisations are traditionally more involved than trade unions, which tend to need some support in finding their role." (p. 51).

With regard to efficiency: "Our evidence suggests that the ETF is highly efficient overall in converting tightly restrained resources into substantial outputs and results. Clearly it could do much more with even modest increases in budget and without such increase; it is hard to see how it can meet the clear demand from social partners for more support in capacity building and in establishing frameworks and systems for VET reform." (p. 62).

Another way of assessing the effectiveness of the ETF operations is by analysing the achievements of planned outputs and the changing status of them (new outputs after the adoption of the work programme, cancelled during the year or carried-forward from one year to another<sup>23</sup>). In 2013, the ETF achieved almost 95% of the target number of corporate outputs, as follows:

**Table 4: Effectiveness in the achievement of corporate outputs in 2013.**

Summary of corporate outputs 2013	Completed in 2013	Cancelled in 2013	Postponed to 2014
Target 2013 (152)	136 [136] (89.5%)	6 [17] (3.9%)	10 [4] (2.6%)
New in 2013 (5)	4 [11] (2.6%)	1 [2] (0.6%)	0 [0] (0%)
Postponed from 2012 (5)	4 [14] (2.6%)	1 [2] (0.6%)	0 [0] (0%)
Total (162)	144 [161] (94.7%)	8 [19] (5.3%)	10 [5] (6.6%)

The figures in [ ] are for 2012. Percentages are calculated in respect of the annual target of 152 corporate outputs.

The number of outputs achieved in relation to those planned in the Work Programme was the same in absolute terms as in 2012 (136), but as the target for the year was smaller by five outputs, the percentage increased by almost three points (up to 89.5%). In addition to these achieved outputs, the ETF reports four new outputs completed during the year and another four started in 2012 but were finalised in 2013. In total, the 144 outputs completed in 2013 represent an achievement rate of almost 95% in relation to the annual target of 152.

In 2012 this total achievement rate was higher (102.5%) due to the large number of outputs completed in 2012 but started in 2011 (14, almost 9%). The postponement of outputs to be completed in 2014 has increased in relation to those postponed in 2012 but it is lower than the number postponed in 2011.

The new request during the year was 4 (2.6%), while they were 11 in 2012 (7%) and 15 in 2011. This is a positive trend that reflects a more predictable work programme, despite the fact that one of the new outputs could not be completed in 2013 and was postponed to 2014.

The changes are explained by the postponement to 2014 of five capacity building outputs, three for policy analysis, and 1 each for support to the EU and dissemination and networking. A total of 2, 3, 1 and 1 outputs were cancelled for each area respectively, and one output from 2011 concerning Egypt

<sup>23</sup> From the 2010 Annual Activity Report, the ETF began reporting on the corporate outputs postponed following the accrual and differentiated appropriations principles used for the budget. This means that outputs are counted not according to the year of the budget they are committed, but according to the completion date of the activity. Therefore, four outputs included in the 2012 work programme and postponed to 2013 are counted and reported on in the 2013 report. Similarly, although corporate outputs targeted in the 2013 work programme were often committed by 31 December 2013, elements of the activities were not completed, so their finalisation (and therefore reporting) will be done in the 2014 Annual Activity Report (a list of corporate outputs carried forward from 2012 to 2013 can be found in annex).

was cancelled definitively. The reasons for these changes are related to the situation in the countries (44%), postponement decided by the EU Delegation (17%) or attributable to the ETF (39%) due to problems encountered during the procurement or duplication of activities during the planning stage. In budgetary terms, commitments were made during the year and outstanding until the payment is made 2014. The budget for the seven cancelled outputs was invested in the five new outputs introduced during the year.

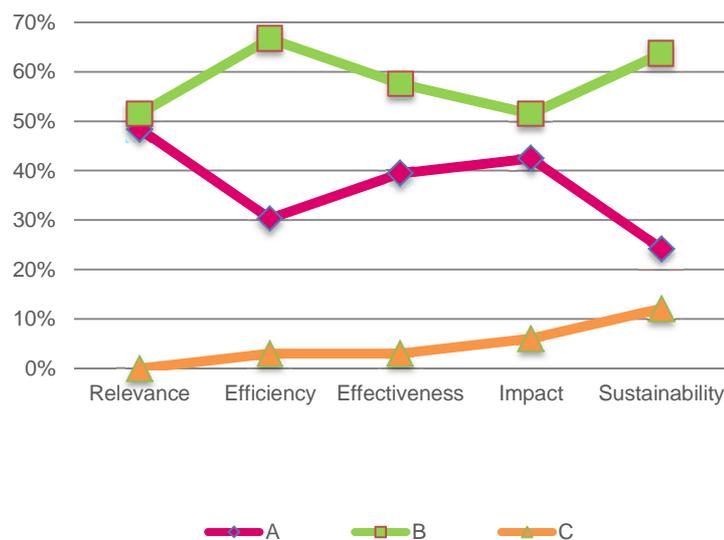
One of the postponed outputs from 2012 had to be cancelled in 2013 (it referred to a support to the EU Delegation in Egypt, that was postponed several times by the EU Delegation due to the political situation in the country) but there were two postponed outputs from 2011 that were cancelled in 2012.

All in all, these quantitative indicators show that the ETF was effective in implementing its 2013 work programme. The achievement rate compared with the annual target was high (95%) and the changes due to new outputs, cancellation or postponement to 2014 were limited and lower than in previous years (3.3%, 5.6% and 6.6%, respectively while in 2012 they were 12.1%, 12.1% and 3.2%, but for the last one it was 11.3% in 2011), which reflects flexibility and adaptability, while there was no risk for financial management due to its limited dimension.

### Quality

Monitoring projects on an annual basis by all project teams has become firmly established at the ETF, contributing to continuous improvement based on self-assessment. In addition, monitoring on a sampling of projects is done annually, either by the ETF or external monitors, to triangulate the results. A total of 44 (out of 46 projects) monitoring self-assessments were completed by the teams and 3 (6% by the Planning, Monitoring and Evaluation Department) in 2013. Additionally departmental/regional unit monitoring overview reports were compiled to provide a coherent overview for each of them. Each report details the scoring for each of the components under five criteria (relevance, efficiency, effectiveness, impact and sustainability), this provides for more accurate monitoring of trends by pinpointing key actions such as the level of involvement of stakeholders in the planning of projects and raises issues to be addressed in future plans.

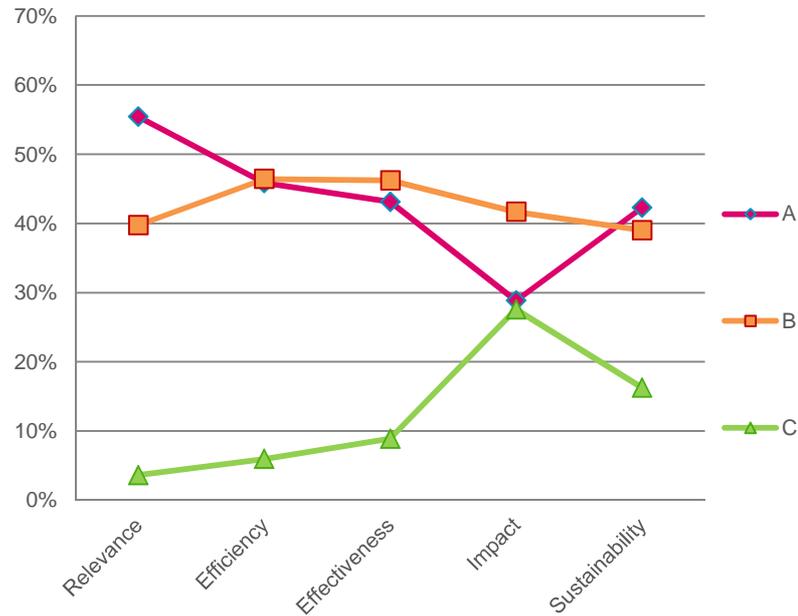
Graph 1: Overview of project self-assessments in 2011



The introduction of rating scale in the monitoring template meant that there was a growing consistency in the use and understanding of the criteria, which is the basis on which the projects are monitored.

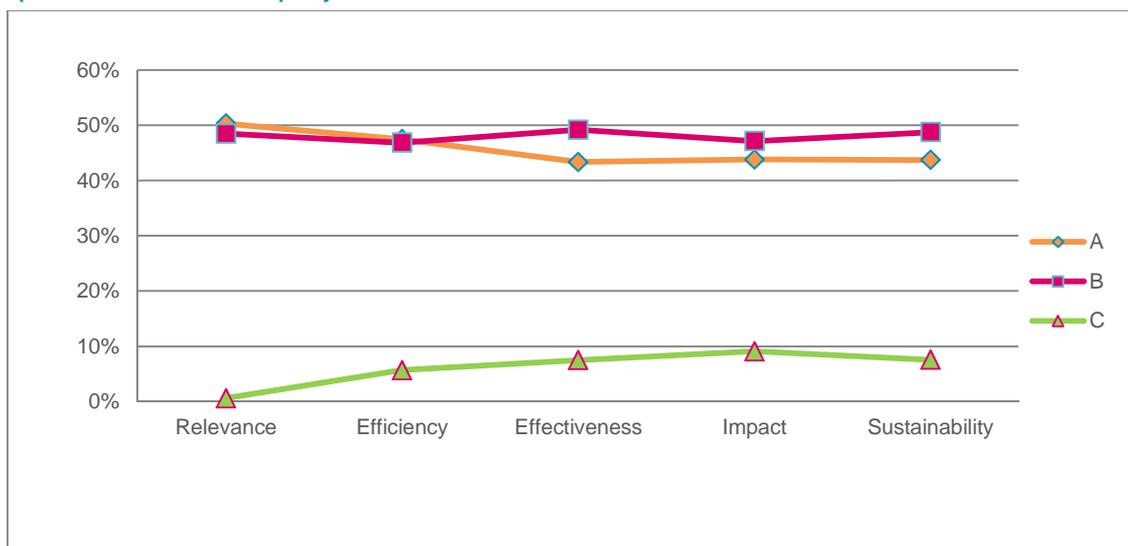
The automated feature in the ETF's Dashboard software gives instant feedback on project overviews and facilitates the development of annual plans.

Graph 2: Overview of project self-assessments in 2012



After three years of implementation, it is now possible to provide a general overview and a basis for comparison through the cumulative score for each of the criteria. This is presented in Graphs 1, 2 and 3. Overall there is now a consistent level of analysis with the ETF where scores are applied in a coherent way. In 2011 and 2012 teams assessed the impact and sustainability criteria lower, partially due to an improvement in the definition of objectives and results at project level and a better articulation of operational planning with the strategic and corporate planning. In 2013 the assessment of these two criteria was aligned with that of relevance and effectiveness, which had higher scores in previous years. A more consistent use of the logical framework approach and of the operational planning in Dashboard may explain this positive development in project planning and management.

Graph 3: Overview of project self-assessments in 2013



The average scores in 2013 show a distinct consolidation of an equal number of A (above the average) and B (as expected) scores as there has been a higher level of critical analysis of the

implementation of each project plan. The levelling out of C (with areas of concern in implementation) scores in the impact and sustainability categories shows that there has been a relatively stable situation in interventions in the countries as compared to 2012.

The practice of conducting assessments by project teams with the approval of the department head will be continued in the next mid-term perspective for the multi-annual plans. Monitoring, with a slight amendment to the online template, will serve to assess whether project implementation can continue as planned or if there is a need to re-work the project plan. After three years of annual self-assessment, there is been an improvement in the quality of the annual implementation plans, and an increased awareness of the implications that good planning has at the time of assessing the final results.

# PART II: GOVERNANCE, MANAGEMENT SUPERVISION, CONTROL AND INTERNAL CONTROL STANDARDS

## 2.1 ETF Governing Board activities

In 2013, the ETF Governing Board members met twice in plenary, participated in four written procedures and discussed the strategic documents of the ETF in two meetings of the Board working group.

On 14 June 2013 the ETF Governing Board adopted:

- the 2012 ETF Annual Activity Report and the Analysis and Assessment of the ETF Annual Activity Report 2012;
- the Opinion of the Board on the ETF Annual Financial Accounts 2012; and
- the Amended Budget 2013

On 22 November 2013 the ETF Governing Board discussed and adopted:

- ETF Draft Mid Term Perspective 2014-17
- the ETF 2014 Work Programme;
- the ETF 2014 Draft Budget;
- the ETF provisional draft estimate of revenue and expenditure and underlying general guidelines 2015;
- the Amended Budget 2013

The four written procedures successfully concluded in 2013 addressed the following issues: revised ETF Work Programme 2013, transfer of appropriations of 2013 ETF budget, ETF Financial Regulation 2013 and the ETF implementing rule on Temporary Agents 2f.

Governing Board activities in 2013 enabled the ETF to implement its work and achieve the reported annual results. The sections below explain how the organisation was managed in 2013 and how this contributed to the achievement of results.

## 2.2. Management supervision and control

As defined in its Mid-term perspective (MTP) 2010-13, in 2013 management control at the ETF was driven and oriented to verify:

- the progress status of the objectives planned in the annual work programme;
- the efficacy and efficiency of the organisation through the analysis of the resources, costs and proceeds.

ETF management control is a process which involves, at the appropriate levels of responsibility, all organisational functions. As with all processes, management control at the ETF is constituted by different elements, connected to each other:

- the management structure and organisation (In 2013, the ETF retained the same organisational structure as in 2012. An organigramme can be found in annex; and
- management tools and organisational procedures.

The delegation and accountability chains were organised following the line of command of the organisation and covered the following:

- Financial delegations<sup>24</sup>, see section 3.1;
- Powers conferred to the appointing authority<sup>25</sup> according to the established rules (see list in annex); and
- Rules and procedures on the deputising mechanism and the presence of managers at the ETF premises<sup>26</sup>.

The following sections of Part II and III of the Annual Activity Report address the main activities and tools for management supervision and control in place in the ETF in 2013 in line with its structure, resources and size, and report on the results of the assessments carried out by internal and external auditors and evaluators on management and its results.

### **Roadmap on the follow-up to the Common Approach on EU decentralised agencies**

In 2013, the ETF actively participated in several groups of the EU agencies' performance network which provided a valuable opportunity to share experiences both on common practices and on differences in various agency approaches, and in comparison to models in use at the Commission. This was especially important on subjects where some agencies have already started implementing the Common Approach individually and where some are better placed to provide collective contributions to the implementation of the roadmap on subjects that are of common interest. In this respect the ETF considers its performance as above average with some outstanding practices in the areas of Activity Based Budget, Annual Activity reporting, and IT performance management tools and related measurements and indicators.

#### **2.2.1 The performance management framework (PMF)<sup>27</sup>**

The ETF has moved to an integrated quality assurance and control framework with the adoption of its performance management framework in 2012. The Performance-based framework (PMF) was consolidated in 2013 both as a corporate approach to measure and manage performance and to identify improvement actions. The PMF represents the ETF institutional commitment to quality, transparency and accountability.

The ETF uses the PMF to manage the performance of all its activities, processes and resources, and to ensure the achievement of its mandate and objectives and fulfilment of the needs and expectations of ETF stakeholders, management and staff by managing for results.

The first Annual Performance Report (APR) was prepared in January 2013 to assess and inform on availability and readiness to support the performance of those internal processes, instruments and

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24 ETF/12/DEC/002 issue 3, see Part 3, 3.1.

25 ETF/10/DEC015

26 ETF/12/DEC/003

27 See annex 12

methods at different levels of the organisation which build up the PMF. An Action Improvement Plan was drawn up and implemented in 2013.

The ETF PMF is inspired by the logic of the Plan-Do-Check-Act (PDCA) improvement cycle and is embedded at all organisational levels<sup>28</sup>. The five levels of the ETF PMF are the following: a) corporate strategic, b) corporate organisational, c) departmental, d) project and e) individual.

The main developments and achievements reached by the ETF in 2013 at the different PMF levels are described below.

## a) Corporate strategic level

### Strategic planning and annual work programme

2013 activities covered:

- the completion of the 2013 planning exercise with the adoption of departmental, project and individual plans, the objectives of which cascade down from the overall ETF strategy and 2013 work programme. Departmental plans follow the nested Log frame approach and the performance management framework provides the triggers to ensure the flow of information on performance data between levels in both directions.
- the initiation of planning for 2014 with the drafting of the Mid Term Perspective 2014-17 and the Work Programme 2014. The priorities identified in the new MTP arise from the Torino Process reports, the current EU policy context, the expertise required and cooperation with stakeholders. The new MTP sets objectives oriented towards long-term impact, indicators and targets to measure achievement of annual objectives of the Work Programme and definition of results expected following ETF intervention. Both planning documents were adopted by the Governing Board with no modification required, which is indicative of the intensive and broad consultation that took place before final draft was submitted.

### Corporate performance indicators

2013 corporate performance indicators (CPI) data are provided in annex. The data shows that all relevant targets set by the ETF have been met. The 2013 ETF corporate performance indicators (CPI) provide data on how the ETF performed at an aggregated level in relation to its core business and its functioning as an EU agency.

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<sup>28</sup>. The main components of the framework are the following:

- Performance enablers: definition of ETF strategies, objectives, policies, corporate positions, criteria, added value, impact, etc. They act as performance enablers as they should facilitate common understanding and definition of *what* the ETF should be doing and which processes and resources it should be using;
- Performance measurements: ETF standards and performance indicators which set the desired level of quality of ETF performance and facilitate the assessment of *how* the ETF should be doing it;
- Performance achievement: ETF Processes and activities which bring to the implementation of what the ETF should be doing in line with *how* the ETF should be doing it;
- Performance management: the system of appraisal, assessment, evaluation analyses, review and audits that the organisation performs at different levels and throughout the annual cycle of the progress of achievement of *what* the ETF should be doing against the set *how* the ETF should be doing it; and
- Quality enablers: the system of actions and plans to recognise good performance, to improve performance and to correct low performance when not matching established standards. These should promote good practice, knowledge sharing, innovation and creativity.

In addition, the ETF worked on finetuning its CPI framework to provide key performance information on the main organisational objectives through a number of measurable qualitative and quantitative indicators clustered by objectives areas for the next Mid-term Perspective 2014-17<sup>29</sup>.

### **Monitoring work programme progress**

The ETF has a well-established quarterly progress reporting process which was reinforced and streamlined during in 2013 to focus and provide more macro management on critical recommendations to improve decision making on improvements to be made during the implementation of the work programme. In addition, since the beginning of 2012, the monitoring and reporting processes for the whole organisation have been carried out through the ETF performance monitoring tool, the dashboard system. Quarterly reports contain both quantitative and qualitative performance data with the aim to inform risk based management and evidence-based analysis and decision making. Quarterly reports follow a bottom up approach starting from project to departmental to corporate levels.

### **Evaluation**

The evaluation function in the ETF is organised through assignments given to external evaluators (two in 2013) to identify lessons learnt and stakeholder satisfaction levels. Findings and recommendations are discussed at project and management level to draw-up an action plan for continuous improvement (for the two external evaluations conducted in 2013, please refer to part I. section 2 and part III, section 3.2 b)

## **b) Corporate organisational level**

### **Financial management**

#### **Subvention 2013**

*Budget execution:* Of the €20,143,500 received as a subvention in 2013, the ETF committed 99.78%, maintaining the good track record of previous years (99.91% for 2012) and demonstrating the extent to which the ETF has optimised its budget execution.

Similarly, the 87.11% that the ETF paid during 2013 represents a further step forward compared to 2012 (85.9%), while the consumption of differentiated Title 3 payments reached 99.81% again in line with good achievements in previous years (99.92% and 99.72% in 2012 and 2011 respectively). The high consumption of payment appropriations is a sign that the efforts made in planning the transfer of payment appropriations and prioritising payment requests has been successful. Additionally, the ETF significantly improved its already good performance in compliance with payment time-limits, as 84.07% of payments were made within the legal due date in 2013 (a report on compliance with the payment time-limits and on the suspension of the time-limits is provided in annex).

*Administrative appropriations carried forward from 2012 and operational commitments outstanding (reste à liquider) from 2012*

The payment of funds carried forward from 2012 is 90%, in line with previous achievements (89.7% in 2012 and 90% in 2011).

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<sup>29</sup> The “non-core mission” indicators may be subject of further modification following the outcomes and conclusions of the EU agencies performance network working group on “ common principles for performance measurement and list of harmonised indicators” and provision n°28 of the Roadmap for the follow up of the implementation of the Common approach on EU decentralised agencies.

*Budget modification:* In 2013, the ETF performed 11 budgetary transfers (as in 2012), demonstrating sound performance in planning and monitoring processes and continued compliance with the recommendations of the Court of Auditors. Of the total budget, 5.9% was reallocated to different budget lines (6.4% and 7.4% in 2012 and 2011 respectively).

Title	Initial Budget	Final Budget	Change %	Re-allocation
1	13,585,500	13,176,854	-3%	-408,646
2	1,496,000	1,836,714	23%	340,714
3	5,063,000	5,129,932	1%	66,932
Total ETF	20,143,500	20,143,500	0%	-

#### *Carry-forward into 2014 - Administrative appropriations*

		Subvention 2013	Paid in 2013	To be paid in 2014 (CF)	of which		
					Implemented in 2013 pending payment	To be implemented in 2014	
						planned	delayed
Admin	T1	13,176,854	97.7%	2.2%	1.1%	0.4%	0.1%
	T2	1,836,714	70.3%	28.7%	13.3%	12.6%	0.1%
	T1+T2	15,013,568	94.3%	5.4%	2.6%	1.9%	0.1%
Overall ETF		20,143,500	87.1%	12.7%	6.5%	4.5%	0.4%

The ETF carried forward 5.4% of its administrative appropriations, lower than in the previous year (6.3%). Amounts carried forward mainly related to end-of-year hardware acquisitions and the commitment of building refurbishment works. The administrative carry-forward was lower in 2013 for both Title 1 (from 2.5% in 2012 to 2.2% in 2013) and Title 2 (from 36.1% in 2012 to 28.7% in 2013) demonstrating the emphasis given to respecting the annuality principle for administrative activities. Of the total Title 1 and Title 2 appropriations, 2.6% (46% of the administrative carry forward) correspond to activities already implemented in 2013 but still to be paid in 2014, 1.9% (35% of the administrative carry-forward) correspond to activities planned to take place in 2014, with no delays registered, and 0.1% (1% of the administrative carried forward) to delayed activities.

#### *Reste à liquider in 2014 - operational appropriations :*

In Title 3, outstanding commitments (*reste à liquider*) have decreased both in percentage (from 35% in 2012 to 34% in 2013) and in absolute value from €1.95m in 2012 to €1.8m in 2013). This means that 66% of operational appropriations were paid within the year and the remaining 34% is linked to the normal implementation of operational projects. Out of the total Title 3 appropriations, 18.1% (53% of outstanding commitments) correspond to activities performed in 2013 but still to be paid in 2014; 12.1% (36% of outstanding commitments) correspond to activities planned to be implemented in 2014, with no delays registered, and 1.5% (4% of outstanding commitments) to delayed activities.

		Subvention 2013	Paid in 2013	To be paid in 2014 (RAL)	of which		
					Implemented in 2013 pending payment	To be implemented in 2014	
						planned	delayed
Operational	T3	5,129,932	66.0%	34.0%	18.1%	12.1%	1.5%
Overall ETF		20,143,500	87.1%	12.7%	6.5%	4.5%	0.4%

*Amount to be reimbursed to the European Commission:* The amount to be reimbursed to the EC is €199,463 representing less than 1% of the total budget, which remains in line with the small amounts the ETF has returned in the last years (€125,366 in 2012 and €117,196 in 2011). This is a very good result, considering that the threshold which would have an impact in budget negotiations is 5%.

In all, 72% of the amount to be reimbursed to the European Commission corresponds to the cancellation of administrative appropriations carried-forward from 2012 (Title 1 and 2). It should be borne in mind that 25% of the appropriations cancelled represent savings made following the successful ETF challenge to costs claimed for the building works on ETF premises.

#### Other funds – Title 4

*Italian Trust Fund:* Only €1,081.20 was received in 2013 for Italian Trust Fund (as accumulated interest), raising the remaining budget to €53,151.37. All of it was committed in 2013, and €24,682 was carried forward to be paid in 2014. It is highly likely that in 2014 all remaining ITF funds will be consumed.

*FRAME:* Out of the €1,249,800 received as the first instalment for the FRAME project, the ETF has already committed 90% and paid 37%. The next instalment of €150,215, conditional upon achieving a 70% commitment rate, will be requested together with the first implementation report around May 2014 (according to the agreement, it cannot be requested before one year of activity).

*GEMM:* Out of the €594,721 received as the first instalment, the ETF has already committed 84% and paid 21%. The next instalment of about €750,000, conditional on achieving a 70% commitment rate, will be requested together with the first interim report in spring 2014 (the agreement allows the request to be anticipated once the 70% commitment rate has been reached).

#### Procurement procedures

In 2013, 29 procurement procedures were launched (33 in 2012) of which the majority were planned (73%). 87% of the tenders launched led to the signature of a contract. Overall, the ETF issued and signed 28 new contracts in 2013.

In general and as planned in the 2010-13 mid-term perspective, the ETF successfully achieved the defined milestones in the area of financial management and contracts in the 2010-13 period. In particular, a revised activity based budgeting model which integrates planning, budgeting, management and reporting processes was introduced.

The ETF has maintained very good results in terms of budget performance indicators and has optimised its budget implementation by improving the planning and monitoring system and by introducing risk-based proportionality in financial and procurement processes.

The ETF has also successfully deployed European Commission financial management systems, such as ABAC, SAP and ABAC assets providing further guarantees of compliance with its regulatory framework.

The above developments in finance and procurement management have proved to be successful in terms of gain of efficiency on one hand and very good results from a resource management perspective on the other hand.

### Internal control standards

Please refer to section 2.3

### Risk management

Risk management in the ETF has been strengthened during the last four years. The process is now well embedded into ETF activities at different levels feeding into the improvement cycle in ETF operations and overall performance.

Since 2011, the ETF has used dashboard to support the monitoring and reporting of risks at project and departmental level. Quarterly reports bring high and medium level risks recorded at corporate level to the attention of the management.

In 2013 the annual self-risk assessment process was further reinforced and carried out at two levels:

- **at operational level:** re-assessment and update of the three operational risk registers with staff involved in human resources, finance and procurement and project management risks; and
- **at management level:** macro level risk assessment workshop for managers and coordinators. The exercise was embedded in the 2014 planning process including the identification and assessment of any risks relating to the 2014-17 Mid-Term Perspective (strategic level) and the 2014 Work Programme (2014 planning process). The result of this risk assessment led to the establishment of the related macro level risk registers which included a review of the state of play 2013 risk register (see annex).

The 2013 ETF risk profile indicates that the organisational risk appetite is low to medium. In particular, the highest risks come from the external environment and the are thus not manageable by the ETF, although they may have an impact on the ETF. To date, the ETF has not identified any critical or high level risks.

### Annual management self-assessment

In 2013, the ETF piloted the Common Assessment Framework (CAF)<sup>30</sup> self-assessment tool, the total quality management tool which is based on the principle that excellent results in organisational performance are achieved through leadership driving strategy and planning, people, partnership, resources and processes. The CAF model is very comprehensive and embraces all the requirements of ETF Internal Control standards. The summary outcomes of the exercise are provided in annex.

### Audit

Please refer to part III, section 3.2. a

### Data protection

In the course of the year the ETF consolidated its achievements in terms of compliance with Reg. 45/2001 on Data Protection. The EDPS visited the agency at the beginning of the year to provide further guidance and training. Their assessment of ETF activities is that 100% compliance has been achieved and as such the ETF can be considered as a success story. This information will also be

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30 CAF 2013: Improving public organisation through Self-assessment e- tool.

available in the EDPS report for 2013 which is under preparation. The EDPS press release states: “Active supervision effective in keeping EU bodies on track for data protection<sup>31</sup> [...] In general, the EU institutions have made considerable progress since the last EDPS survey in 2011. The European Training Foundation (ETF) and the European Centre for Disease Control (ECDC) are among those institutions that have shown the most improvement.”

### **Improvement plan and actions**

The ETF Improvement Plan is a consolidated action plan with actions resulting from audits of the European Court of Auditors, the Internal Audit Service and other outsourced ex-post audits, from the ETF Risk Register, the annual ICS assessment and other internal actions for improvement. The ETF Improvement Plan is an integral element in the internal control system and it was consolidated during the period 2010-13.

## **c) Departmental level**

### **Process management**

Process management forms an integrated part of the ETF Performance Management Framework (PMF). Its key objective is to ensure an effective, efficient and coherent deployment and a systematic control and improvement of ETF’s key processes, leading to better results for the ETF. Although most of the ETF processes are cross-departmental, the PMF includes them at departmental level because of their ownership.

The majority of ETF processes are documented, being through process maps, policies, procedures, and since 2011 a lot of effort was put into updating this documentation, and the improvement of the documentation of the core processes. This documentation exercise has continued in 2013, with particular attention to reviewing and documenting the “Identification of OPS Projects” sub process that describes the interactions and steps between the Torino Process, the Mid-term Perspective and the Work Programme preparation, bringing into the process principles of impact assessment and zero based budgeting.

In addition in June 2013, ETF adopted<sup>32</sup> its overarching guidelines on preventing and managing conflict of interest. These guidelines take into consideration the oral recommendations made by the Court of Auditors and the references to the need for adequate management and prevention of conflict of interest in Agencies made by the Joint Statement of the European Parliament, the Council of the EU and the European Commission on decentralised agencies and the consequent Road map of 19 December 2012.

### **Internal performance evaluation**

In 2013 ETF also initiated an internal performance evaluation of its working methods and related distribution of resources to ensure continues effectiveness and efficiency of its operations. An action plan has been agreed by the Management and actions are under implementations. Three main activities result from the Action Plan, which will be continuing during 2014: a working group on an ETF common concept and approach to Project Management; an ETF-wide functional analysis and a clarification on how to manage quality assurance of results (outcomes) and products (outputs) in the ETF.

## **d) Project level**

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<sup>31</sup> EDPS /2014/03, Brussels 27 January 2014

<sup>32</sup> ETF/13/DEC/011

## The dashboard system, outputs and indicators

The main innovations introduced in 2013 to the dashboard system which is an IT-based integrated performance management control system that enables the progress of ETF activities and resources used in real time to be monitored<sup>33</sup> and which was introduced by the ETF in 2011 included:

- the consolidation of the work on direct costing of project outputs and on the use of weighting of project outputs .Output costs are calculated according to financial expenditure, human resources, and travel costs. Corporate indicators are measured as outcomes linked to project outputs: the association between project and corporate outputs was carefully monitored in 2013 for transparent reporting as the ETF use the achievement of its corporate outputs to measure its operational objectives.
- the introduction of a project reporting section on "Donor cooperation" .

## Project self-assessment monitoring (see Part I section 3 Performance and cost- effectiveness)

### e) Individual level

#### Human resources management

The ETF recognises human resources as its main asset in delivering its mission and Work Programme objectives. Good human resources management implies a constant improvement of policies and procedures for staff planning, recruitment, learning and development, performance management and deployment.

In 2013 the ETF effective management of human resources is demonstrated by the following figures:

- Only 2 posts vacant in the establishment plan, i.e. 92 posts filled (including one job offer accepted for a starting date in March 2014);
- 130 staff members at end 2013 (92 Temporary Agents, 38 Contract Agents, 2 Local Agents) as in 2012 compared to 125 at end 2011. During the year, ETF handled 8 newcomers and 6 leavers, 17 promotions, 11 probation period and 16 contract renewals, 7 selection procedures involving 1390 candidates and 81 interviews, 94 learning and development sessions with 725 ETF participants.

#### Staffing evolution

Staff turnover (*staff who left during the year/average staff employed in the year*) in 2013 was 4.6% (TA: 6.5%, CA: 0%) compared to 9.6% in 2012 (TA: 6.6%, CA 17.9 %), the first time since 2006 that no Contract Agent resigned.

Staff Contract	Total ETF on 31/12/2011	Total ETF on 31/12/2012	New comers in 2013	Leavers in 2013	Total ETF on 31/12/2013
TA	90	93	4 (+1 job offer)	-6	92
CA	32	35	3	0	38
LA	2	2			2
SNE	1	0			0
Total	125	130	8	-6	132

<sup>33</sup> As noted by the European Parliament, Committee on Budgetary Control, in the draft report on discharge in respect of the implementation of the budget of the European Training Foundation for the financial year 2011 (C7-0254/2012 – 2012/2192(DEC)), performance points 16. And 17.

In addition, follow-up actions further to the staff satisfaction survey carried out in March 2012 were put in place in the areas of communication, management and working environment. The Allegro HR information system progressed according to plan and was rolled-out to all staff in September 2013. At the same time, continuous efforts were made in revising and improving HR policies and procedures such as the handover policy before temporary or definitive leave of service and prepared for a first pack of EC Implementing Rules to apply to the ETF by analogy. (Annex 15: 2013 Staffing ).

In addition, in 2013 the ETF has:

- Further improved its communication and sharing information with staff through the design and distribution of a pocket format leaflet highlighting the main rights and obligations of staff, through the preparation and presentation in 2 information sessions of the main changes linked to the introduced in the 2014 new Staff Regulations,
- Further improved its service to and welcoming of new colleagues through the design and sending, at the time of the job offer, of a pocket format leaflet highlighting possible rights as well as information on Turin, and offering the opportunity to ask content related work questions before deciding on whether to accept or not a job offer, through improving the induction process and clarifying the role of the induction buddy and mentor buddy (helping new colleagues integrating in the ETF both socially and professionally);
- Further developed the learning and development capacity, through continuing offering tailor-made training courses better targeted to staff by increasing HR involvement at the start of the process (learning and development needs assessment, course design etc.), through innovative initiatives (10 days activities for a Communication week), through further investment in developing managerial and leadership skills (individual coaching sessions, group trainings etc.).

In 2013 the ETF concluded also the three years agreement with the Regione Piemonte for the repartitioning of the costs related to the building maintenance and services. The agreement expires on 31.12.2015.

### 2.2.2. Legal advice

The Legal Advice function supported the Director and the managers by providing ad hoc advice on issues related to the regulatory framework applicable to the ETF, particularly on the application and interpretation of the staff regulations, financial rules and recast regulation. The function also deals regularly with litigation and acts as contact person for OLAF related issues.

## 2.3 ETF internal control standards

### 2.3.1 Compliance with the requirements of the control standards

As mentioned above, in order to reinforce the rationale of the Performance Management Framework adopted by the ETF in 2012, and to strengthen the commitment of the organisation to the ICS framework, the ETF has integrated the main principles of PMF with the existing internal control standards.

Since 2004, the ETF has made significant progress towards achieving full compliance with the requirements of its internal control standards (ICS) framework. In 2009, the ETF Governing Board adopted the revised 16 standards for effective management. The ETF ICS are structured in six building blocks which cover the entire management process, from defining objectives to delivering results.

Since 2006 ETF carries out an annual review of the ETF management systems to generate assurances on the correct functioning of the structures in place, to verify results, identify potential concerns and to steer improvement action planning.

The 2013 management self-assessment exercise was carried after a desk review exercise using the self-assessment tool of the Common Assessment Framework (CAF)<sup>34</sup> instead of the Internal control Assessment tool ( ICAT) as in previous years.

No significant or material weaknesses of the ETF internal control system became evident in 2013 and the controls in place worked as intended.

The results of the 2013 internal control system review and assessment provide reasonable assurance on the level of compliance with all internal control standards and on the organisational performance.

### 2.3.2 Effectiveness of the implementation of prioritised control standards

As mentioned above, it is a very well-established procedure<sup>35</sup> in the ETF that recommendations resulting from internal, institutional and external audits and assessments feed into the ETF improvement action plan implemented under the responsibility of the internal control co-ordinator.

The ETF Improvement Plan for 2012 prioritised the following Internal control Standards;

- ICS 3 'Staff Allocation and Mobility' (assessed as 'significant improvements needed to address the issue of workload and balanced task allocation across the organisation ):

In 2013 the Management prioritised the Annual Management Plan to include within the quarterly review of progress of the activities of the annual Work programme: priorities setting, planning and implementation risks and impact on workload also on other areas of ETF work. 2013 Quarterly reports included also reporting and analysis on Time Recording.

- ICS 12 'Information and Communication, (assessed as slight improvements needed):

The ETF Management approved and organised a Communication Week with special focus on EU communication and writing workshops, internal communication and on line collaboration, social media, blogging and use of the ETF website for publishing, writing skills and effective communication which took place from 12 to 19 September 2013. In addition, training on "Communicating the ETF projects" was organised in October 2013, with the training showing examples of good practices. The new Intranet was launched in September 2013<sup>36</sup>.

### 2.3.3 Conclusion

The main elements of the functioning of ETF internal control management systems in 2013 are illustrated in sections II and III of this report.

Taking into consideration the key developments which took place in the mid-term period 2010-2013 and in 2013 in particular:

- the consolidation of an ETF performance management framework which integrates internal control standards and operates at corporate strategic , organisational , departmental , project and individual levels and in particular the progresses in:
  - Strategic planning and annual programming process;
  - Dashboard and the measurement of outputs and corporate indicators;

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34 CAF 2013: Improving public organisation through Self-assessment e- tool.

35 ETF/PROC/26

36 The internal audit service ( IAS) have closed the recommendation on developing the new intranet from the 2011 IAS audit on communication

- Monitoring of the progress of implementation of the work programme;
  - Process management;
  - Risk management process ;
  - ETF improvement plan ; and
- The results of its financial, procurement and human resources management processes. And
  - The compliance with the requirements of the Internal Control standards

The ETF internal control management system can be considered as working as intended and thus providing reasonable assurance for controlling the risks related to ETF performance objectives, compliance objectives and the objectives of protecting staff and safeguarding assets and information.

## Summary

Part II described the key features of the significant developments that have improved and reinforced management supervision and control of ETF activities. In 2013 the organisation continued to implement a comprehensive system of internal controls, performance and results oriented management embedding risk management and ensuring a proportional approach to compliance and effectiveness of internal procedures and systems.

## PART III: BUILDING BLOCKS TOWARDS THE DECLARATION OF ASSURANCE

In addition to the management supervision and controls and the internal control standards described in section II, section III explains the specific building blocks which underpin the reasonable assurance given by the ETF Authorising Officer in her declaration of Assurance in section IV of the annual activity report.<sup>37</sup>

The ETF has a policy<sup>38</sup> to define the materiality criteria for the Authorising Officer to base her decision as to whether a reservation should be included in the annual declaration of assurance in the context of annual activity reporting. The policy can be found in annex 4.

Deficiencies leading to reservations within the scope of the declaration of assurance are those related to the reasonable assurance concerning the use of resources, sound financial management or the legality and regularity of underlying transactions.

Deciding whether something is material involves making a judgment in both qualitative and quantitative terms.

In order to make a judgement on the significance of a deficiency, it is essential to quantify the potential financial impact ("monetary value of the identified problem"/"amount considered erroneous"/"the amount considered at risk") in monetary terms.

The ETF standard quantitative materiality threshold is 2% of its overall budget. This means that when a detected deficiency has an exposure risk value representing 2% (or more) of ETF total budget ("at risk"/"exposure"), a reservation should always be reported in the Director's annual declaration.

For each reservation in its Annual Activity Report, the ETF should report its precise nature, explain the cause and quantify its significance in budgetary terms and in terms of impact on the assurance declaration. The Annual Activity Report should also set out the corrective measures put in place by the ETF to mitigate, manage and correct the deficiency as far as possible.

### 3.1. Building Block 1: Assessment by management

#### Declaration of assurance in cascade by (Sub) Delegated Authorising Officers

In 2013, budgetary implementation powers were delegated by the Authorising Officer through a Director's Decision<sup>39</sup>, which allocated the different budgetary areas, including specific budget lines, to the delegated and sub delegated authorising officers ((S)DAOs). In line with the ETF Rules and Procedures on the Deputising mechanism and the Presence of Managers on the ETF premises<sup>40</sup>, it introduces a second level of back-up for Delegated Authorising Officers, in order to reduce the number of transactions to be approved by the Director and ensure transactions are dealt with by the most aware Authorising Officer available.

The following table shows the 2013 delegation model:

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37 In line with the standing instructions for Annual Activity Reports SEC/2012/583

38 ETF/09/DEC/018 issue 3

39 ETF/12/DEC/002

40 ETF/12/DEC/003

Delegated Authorising Officers	Back-up	2nd level back-up
Head of Communication Department	Head of Administration Department	Head of Planning Monitoring and Evaluation Department
Head of Administration Department	Head of Planning Monitoring and Evaluation Department	Head of Communication Department
Head of Planning Monitoring and Evaluation Department	Head of Administration Department	Head of Communication Department
Head of Thematic Expertise Development Department	Head of Geographical Operations Department	Head of Evidence-based Policy Making Department
Head of Geographical Operations Department	Head of Evidence-based Policy Making Department	Head of Thematic Expertise Development Department
Head of Evidence-based Policy Making Department	Head of Thematic Expertise Development Department	Head of Geographical Operations Department

The decision is accompanied by the individual delegations, signed by the Director, the authorising officer by delegation and his/her back-up. The signature of the act confirmed the acceptance of the charter of the authorising officer by delegation

The delegated authorising officers<sup>41</sup> have further sub-delegated the powers received, with the explicit agreement of the Director, while respecting the following guidelines:

- legal and financial commitments may be sub-delegated to middle managers for amounts below €60,000;
- payments may be sub-delegated to middle managers without limit. Low risk payments may also be sub-delegated to staff members performing the function of coordinator; and
- the back-up for sub-delegated authorising officers shall be ensured by the delegated authorising officer from whom they have received their sub-delegation, and if not available, by his/her backup.

To reinforce the building blocks of assurance, in an annex to each declaration of assurance signed by (S)DAOs, the (S)DAOs are required to report/account for the use of their respective budgetary powers and issue a special declaration at the end of the year to confirm their compliance with the charter. This process enables the direct follow-up of the use of delegated and/or sub-delegated budgetary powers. The model for the 2013 end of year declaration of assurance in cascade is in Annex 14.

### Internal transactional ex-post controls exercise

As from 2011, as an element of the building blocks towards reasonable assurance, ETF has introduced ex-post controls on financial transactions with a risk-based sampling of commitments and payments.

Early 2014, the ETF implemented ex-post controls on transactions processed in 2013 (low risk payments and low risk budgetary commitments). The results of the ex-post controls showed that there are no critical weaknesses in the management of financial transactions and identified some recommendations to be followed up and integrated in the ETF improvement plan.

### Register of exceptions

The ETF has had a procedure for registering exceptions in place since 2005. Its overall objective is to establish appropriate arrangements to ensure that the ETF Director and management register any exceptional circumstances of significant instances of overriding controls or deviations from the

<sup>41</sup> While respecting the provisions of art. 34§2 of ETF FR

established ETF regulatory framework. They are then reported to the Governing Board and Discharge Authority in accordance with the principle of transparency. The 'exception' must be documented, justified and approved at an appropriate level before any action is taken.

Five exceptions were reported in 2013:

- EXC/2013/01 for an amount of €53,000 - This exception was made to engage in a direct agreement with the service provider which implemented the first one year phase of the three year ETF project, agreed with the Tunisian government on Territorial development in the Medenine region. In order to minimise the reputational risk of the ETF, fulfilling the expectations of the Tunisian government and to ensure continuity, quality and timely delivery of the activities for the following two years (2013 and 2014), it was decided to engage in a direct agreement with the same service provider.
- EXC/2013/02 for an amount of €10,362.45 – commitment “a posteriori”. Workflow has been made more robust, staff have received appropriate inputs, and workflow is available on the new intranet, in order to mitigate future occurrences.
- EXC/2013/03 for an amount of €10,362.45 – commitment a posteriori due to exceptional circumstances of additional services performed by the contractor in 2012 and invoiced in 2013.
- EXC/2013/04 for an amount of €15,000 – due to the inconvenient location of the ETF building a series of negotiated procedures with one candidate had to be concluded during 2013 to cover for minimum staff canteen services. Once the €15,000 threshold for negotiated procedures with one candidate was reached, a direct agreement with a service provider was concluded to cover additional six months in view of finding a different solution.
- EXC/2013/05 for an amount of €53,592: countersigning of order form (OF) by Contractor after activity had started. In order to avoid similar problems in the future, new contractors will be carefully instructed on financial management including countersigning of Order Forms.

The total financial value of registered exceptions is €133,807 which represents 0.6 % of the total executed budget in 2013 (€ 20,143,500). This is an indicator of good compliance and sound management of the organisation.

#### Negotiated procedure ex Article 134 Rules of Application<sup>42</sup>

Overall in 2013 the ETF carried out four negotiated procedures in compliance with the provisions of Article 134 of the Rules of Application and which are reported in the table below. The total value of negotiated procedures is €318,000.

CONTRACT/ ORDER FORM NO.	CONTRACTOR'S NAME	VALUE	TITLE OF THE PURCHASE	JUSTIFICATION
CON/13/ETF/0004	Adequasys France et Ordifor sarl	250,000.00	Allegro HR information system license maintenance and professional services	Article 134.1 (b) RAP (monopoly/ exclusive rights)
Amendment No. 1 to CON/13/ETF/0040	Sitecore International S/A	18,000.00	Two years additional standard support and maintenance for license on content management system	Article 134.1 (b) RAP (monopoly/ exclusive rights)
CON/13/ETF/0030	IPSA Industria Pubblicitaria Spa	30,000.00	Advertising space to enhance ETF visibility	Article 134.1 (b) RAP (monopoly/ exclusive rights)

<sup>42</sup> Negotiated procedure without prior publication of a contract notice

Amendment No. 2 to CON/13/ETF/0014	European University Institute	20,000.00	Services related to the inclusion of Moldova in the country case studies on an inventory of migrant support measures from skills to employment perspective	Article 134.1 (e) RAP (additional services for unforeseen circumstances)
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## 3.2 Building Block 2: a) Results from 2013 audits

The ETF has never received any critical recommendations from controlling bodies. 2013 was no exception and no critical recommendations were issued.

### Internal Audit Service

The 2013 IAS audit engagement took place in October 2013. The 2013 audit topic of 'expert management and missions' is in line the IAS Strategic Audit Plan 2013-2015. The final report was received on 15 January 2014. It contains one very important recommendation "Formal appointment of selection panel and declaration of absence of conflict of interest and confidentiality". As highlighted under section 2.3.2, in June 2013 the ETF adopted the 'ETF Overarching Guidelines on Preventing and Managing Conflict of Interest at the ETF' which addresses the issue of conflict of interest and implementation is already underway in the ETF. Declarations of absence of conflict of interest have been already applied in all selection procedures above € 60,000 and ETF is currently implementing the full requirements of the recommendation issued by IAS.

### European Court of Auditors

The visits of the European Court of Auditors to the ETF for the financial year 2012 took place on 19-23 November 2012 and on 15-19 May 2013. In its final report for the financial year 2012, the Court issued a positive opinion on the reliability of the agency's financial statements and the legality and regularity of the underlying transactions. The Court commented on the high level of Title 2 commitment appropriations carried over to 2013 due to late receipt of invoices for building-related services and IT hard/software purchases ordered in 2012 but not delivered until 2013. The Court concluded that the carry overs were high, but justified.

The final report also confirmed the ETF full completion of the corrective actions taken in response to the previous years' comments.

The first audit on the 2013 financial year took place on 16-20 September 2013 and did not lead to any preliminary findings, so the result is very positive. The next audit is scheduled for 7-11 April 2014.

### ETF 2013 ex-post audit programme

In addition to the audit carried out by institutional bodies, in 2013 the ETF commissioned two ex post audit engagements through framework contracts with external audit companies<sup>43</sup>. The two assignments and related conclusions were the following:

1. Ex post financial and performance audit of the ETF School Development Project: the overall audit conclusion is that the project has been implemented as foreseen in the implementation plans. There has been development and improvement in the underlying processes by which the ETF

<sup>43</sup> Since 2009, the companies contracted by the ETF for audit services are: Lubbock Fine (CON/09/ETF/019), LittleJohn (CON/06/ETF/0020), and Mazars & Guérard (CON/06/ETF/0021). The contract expired in August 2013 and the ETF used the DG Budget framework contract for technical assistance services in the field of on internal controls and risk management for the second assignment 2013.

plans and monitors its projects over the period of the School Development Project. The systems and processes in place are designed to ensure that value for money is obtained. Auditors did not identify any instances where there was an obvious oversight of an opportunity to obtain efficiencies. However, the auditors have identified a number of recommendations that could improve the value for money obtained and the processes in place.

2. Ex post performance and system audit of the ETF dashboard system: the overall audit opinion is that the performance of Dashboard is generally acceptable and the internal controls are operating effectively in order to achieve ETF's objectives. The user satisfaction with and acceptance of Dashboard is reasonably high amongst key stakeholders. However, the audit did identify some weaknesses in various areas of operations.

The recommendations accepted by the ETF have been integrated in the ETF improvement plan and are under implementation.

## 3.2 Building Block 2: b) Results from monitoring and evaluation

### Monitoring and Evaluation

Self-assessment Monitoring has now been fully integrated into the planning process and the automated tool in dashboard was used for all projects implemented last year. Additionally, two country projects and a regional project were monitored internally by the Planning Monitoring & Evaluation Department with a more intensive type of monitoring for the School Development Project, which included a survey to all participants from the 3 countries involved in the project.

The use of the online survey tool is continuing to expand within ETF and surveys were developed and implemented for the Governing Board meeting in June, the evaluation of the TRP, a few regional and country events as well as for the Operations Staff questionnaire for the Internal Performance assessment of OPs.

### Other external evaluations

In 2013, two external evaluations were contracted by the ETF: i) An Interim Evaluation of the Torino Process and ii) Evaluation of Social Partner Development in ETF activities. Both evaluations were concluded positively noting amongst other findings that the Torino Process documents a solid pace and boosts the on-going reforms in the partner countries and Social Partnership development activities have enabled the ETF to develop a sustainable model through network building in the partner countries.

Additionally they concluded that the added value of ETF in terms of the Torino Process lies in the fact that it embeds VET within the socioeconomic context, and ensures that the analysis is informed by relevant evidence and takes place through structured dialogue; and in terms of Social Partnership “ETF brings a unique combination of VET expertise, commitment to social partner engagement in VET and a process orientation informed by its Human Capacity Development agenda.”

Recommendations from both evaluations will be incorporated into action fiches and follow up actions will be completed by the end of 2015.

### External evaluation of the ETF commissioned by DG EAC

The Actions agreed to address the findings and recommendations of the External Evaluation of the ETF conducted by the DG EAC and concluded in 2012, have been completed in 2013.

### 3.3 Building Block 3: Follow-up of reservations and action plans for audits from previous years

The declaration of assurance of the ETF Authorising Officer in the Annual Activity Report 2012 did not contain any reservations.

As detailed in section 3.2 a) above, the ETF has not received any 'critical' audit recommendations as a result of the audit carried out by the IAS in 2013.

The table below summarise the state of play of very important audit recommendations issued by IAS during the mid-term period 2010-2013:

Year	Audit	Very Important Rec. Issued	Very Important Rec. Closed	Very Important Rec. Open
2013	Expert Management and Missions <sup>44</sup>	1	0	1
2012	No audit	-	-	-
2011	External & internal communication	0	0	0
2010	Planning & monitoring	1	1	0
Total Number of Very Important IAS audit recommendations		2	1	1

The above data are an indicator of sound management of the organisation.

### 3.4. Building Block 4: Assurance from (S)DAOs in case of crossed sub-delegation

Not applicable.

### 3.5. Reservations

Based on the criteria established by the ETF policy to define the materiality criteria for the ETF Director to base her decision as to whether a reservation should be included in the annual declaration of assurance in the context of annual activity reporting, the ETF has no reservation to report for 2013.

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<sup>44</sup> IAS Final report received on 15 January 2014 Ares(2014)76063 - 15/01/2014

## PART IV: DECLARATION OF ASSURANCE

I, the undersigned, Madlen SERBAN, Director of the European Training Foundation in my capacity as Authorising Officer,

- declare that the information contained in this Annual Activity Report 2013 gives a true and fair view<sup>45</sup>,
- state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal as reported in this report, among others:

- the end of year declaration of assurance issued by (Sub) Delegated Authorising Officers based on the knowledge gained from daily operation and management supervision activities;
- the consolidation of an ETF performance management framework which integrates internal control standards and operates at corporate strategic , organisational , departmental , project and individual levels
- the results of the annual review of the internal control system and the management self-assessment of organisational performance management;
- the progress and follow-up of risk management activities;
- the results and follow-up of ex-post audits and controls;
- the results of ex-post evaluations and the monitoring activities of ETF activities;
- the recommendations of the Internal Audit Service, the accompanying action plans and their follow-up; and
- the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the institution.



Place.....

*Turn*

date.....

*06/06/15*

45 True and fair in this context means a reliable, complete and correct view on the state of affairs in the institution.



# ANNEXES

## Annex 1: Activity Based Costing (ABC) per regions, functions and themes compared with planned

Table 1: Distribution of budget and corporate outputs by regions and functions:

Regions →	SEET		SEMED		EE		CA		TED		EBP		Total	
	Complete	Plan	Complete	Plan										
Function 1. Input to commission programming	€ 2,476,655.74		€ 2,146,668.12		€ 380,423.23		€ 198,451.01		€ 304,643.05		€ 0.00		€ 5,506,841.13	
	11	11	11	12	9	10	5	5	4	4	0	0	40	42
Function 2. Capacity building	€ 1,943,352.73		€ 1,760,291.80		€ 2,607,622.05		€ 1,261,192.18		€ 64,591.04		€ 692,715.97		€ 8,329,765.76	
	17	18	13	15	17	17	12	12	1	0	3	2	63	64
Function 3. Policy analysis	€ 424,621.69		€ 133,014.05		€ 58,021.00		€ 0.00		€ 1,917,254.39		€ 528,094.64		€ 3,061,005.78	
	4	4	4	6	2	2	1	1	7	9	2	2	20	24
Function 4. Dissemination and networking	€ 512,528.38		€ 696,208.89		€ 150,451.04		€ 362,374.95		€ 867,616.90		€ 612,094.47		€ 3,201,274.64	
	5	5	5	4	3	3	1	2	4	5	3	3	21	22
Total outputs	€ 5,357,158.52		€ 4,736,182.86		€ 3,196,517.32		€ 1,822,018.13		€ 3,154,105.38		€ 1,832,905.10		€ 20,098,887.29	
	37	38	33	37	31	32	19	20	16	18	8	7	144	152

SEET – Southern Eastern Europe and Turkey

SEMED – Southern and Eastern Mediterranean

EE – Eastern Europe

EBP – Evidence-based policy making

TED – Thematic expertise development

Theme A – vocational education and training system development and provision in a lifelong learning perspective

Theme B – Labour market needs and employability

Theme C – enterprises and human capital development: education and business partnerships

F1 – Support to the European Commission

F2 – Capacity building

F3 – Policy analysis

F4 – Dissemination and networking

Table 2: Distribution of budget and corporate outputs by regions and themes:

Regions →	SEET		SEMED		EE		CA		TED		EBP		Total	
	Complete	Plan	Complete	Plan										
Themes A. VET system development in a Lifelong Learning Perspective	€ 2,385,217.16		€ 3,052,734.05		€ 2,367,198.85		€ 1,411,953.65		€ 1,760,410.16		€ 1,712,035.36		€ 12,689,549.24	
	29	27	21	25	19	20	15	14	7	8	7	6	98	100
Themes B. Employability and Labour Market Systems	€ 2,452,853.48		€ 462,459.26		€ 737,716.25		€ 389,893.65		€ 903,112.13		€ 0.00		€ 4,946,034.78	
	4	5	7	7	8	8	3	5	6	7	0	0	28	33
Themes C. Business and Education	€ 519,087.88		€ 1,220,989.53		€ 91,602.23		€ 20,170.83		€ 490,583.09		€ 120,869.72		€ 2,463,303.29	
	4	6	5	5	4	4	1	1	3	3	1	1	18	19
Total outputs	€ 5,357,158.52		€ 4,736,182.86		€ 3,196,517.32		€ 1,822,018.13		€ 3,154,105.38		€ 1,832,905.10		€ 20,098,887.29	
	37	38	33	37	31	32	19	20	16	18	8	7	144	152

SEET – Southern Eastern Europe and Turkey

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F1 – Support to the European Commission

F2 – Capacity building

F3 – Policy analysis

F4 – Dissemination and networking

Table 3: Distribution of budget and corporate outputs by functions and themes:

Themes →	A. VET system development in a Lifelong Learning Perspective		B. Employability and Labour Market Systems		C. Business and Education		Total	
	Complete	Plan	Complete	Plan	Complete	Plan	Complete	Plan
1. Input to commission programming	€ 1,701,216.18		€ 2,730,981.95		€ 1,074,643.00		€ 5,506,841.13	
	25	26	8	9	7	7	40	42
2. Capacity building	€ 6,387,653.96		€ 967,718.21		€ 974,393.60		€ 8,329,765.76	
	46	44	9	11	8	9	63	64
3. Policy analysis	€ 2,204,422.27		€ 856,583.50		€ 0.00		€ 3,061,005.78	
	15	16	5	8	0	0	20	24
4. Dissemination and networking	€ 2,396,256.83		€ 390,751.12		€ 414,266.69		€ 3,201,274.64	
	12	14	6	5	3	3	21	22
Total outputs	€ 12,689,549.24		€ 4,946,034.78		€ 2,463,303.29		€ 20,098,887.29	
	98	100	28	33	18	19	144	152

SEET – Southern Eastern Europe and Turkey

SEMED – Southern and Eastern Mediterranean

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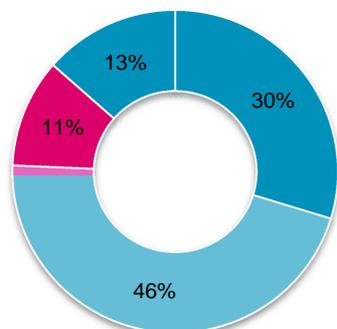
Table 4: Distribution of budget by country

Albania	4.70%	0.945
Bosnia and Herzegovina	3.25%	0.654
Croatia	2.45%	0.493
Kosovo	4.23%	0.851
Former Yugoslav Republic of Macedonia	3.72%	0.747
Montenegro	3.47%	0.698
Serbia	5.59%	1.123
Turkey	3.45%	0.693
<b>Total SEET</b>	<b>30.87%</b>	<b>6.204</b>
Algeria	2.26%	0.455
Egypt	3.34%	0.670
Israel	1.91%	0.385
Jordan	3.01%	0.604
Lebanon	3.68%	0.739
Libya	2.16%	0.434
Morocco	6.14%	1.233
Palestine	3.58%	0.720
Tunisia	4.50%	0.905
<b>Total SEMED</b>	<b>30.58%</b>	<b>6.145</b>
Armenia	2.69%	0.541
Azerbaijan	4.94%	0.994
Belarus	2.27%	0.455
Georgia	3.52%	0.707
Republic of Moldova	4.69%	0.942
Russia	2.12%	0.425
Ukraine	4.10%	0.823
<b>Total EE</b>	<b>24.32%</b>	<b>4.888</b>
Kazakhstan	2.56%	0.514
Kyrgyzstan	3.91%	0.787
Tajikistan	3.47%	0.697
Turkmenistan	1.75%	0.352
Uzbekistan	2.55%	0.512
<b>Total CA</b>	<b>14.24%</b>	<b>2.862</b>
<b>Total ETF</b>	<b>100.00%</b>	<b>20.099</b>

## Annex 2: Distribution of achieved outputs by regions, functions and themes

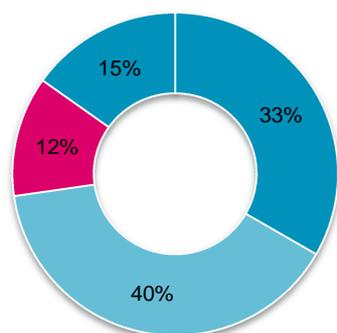
### Corporate outputs by region and function

#### SEET



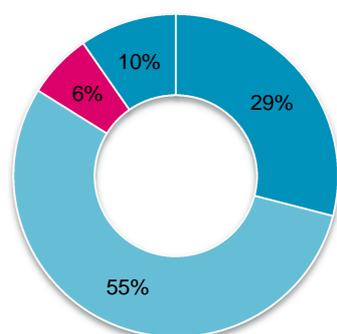
- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

#### SEMED



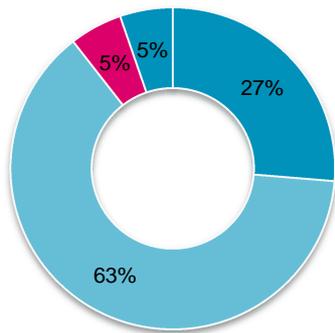
- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

#### Eastern Europe



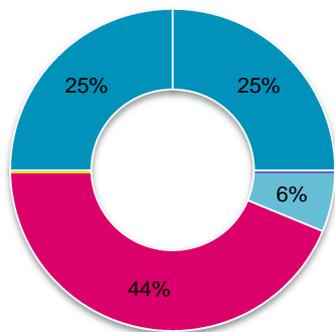
- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

### Central Asia



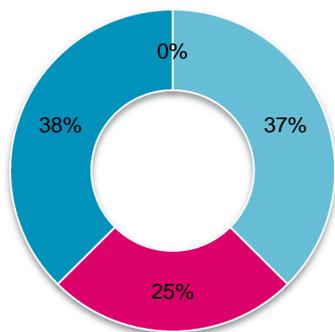
- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

### TED



- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

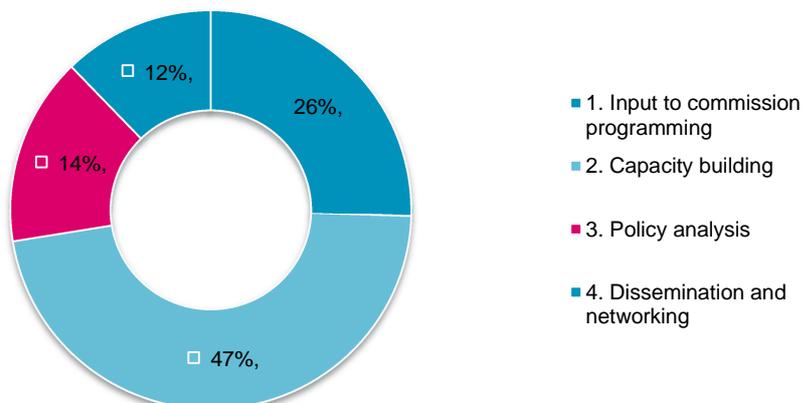
### EBP



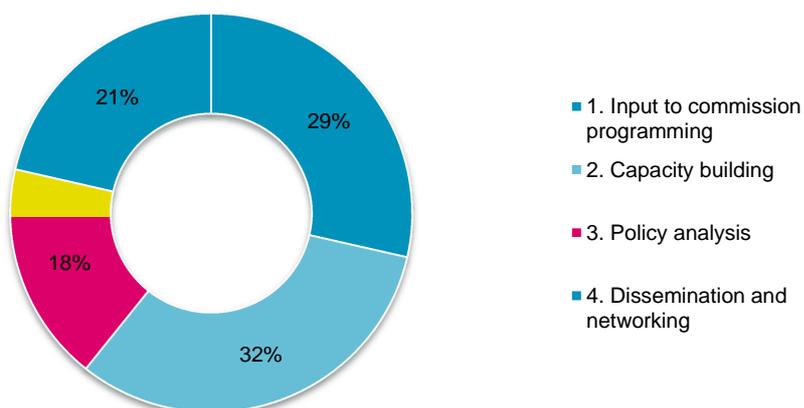
- Function 1. Input to commission programming
- Function 2. Capacity building
- Function 3. Policy analysis
- Function 4. Dissemination and networking

## Corporate outputs by theme and function

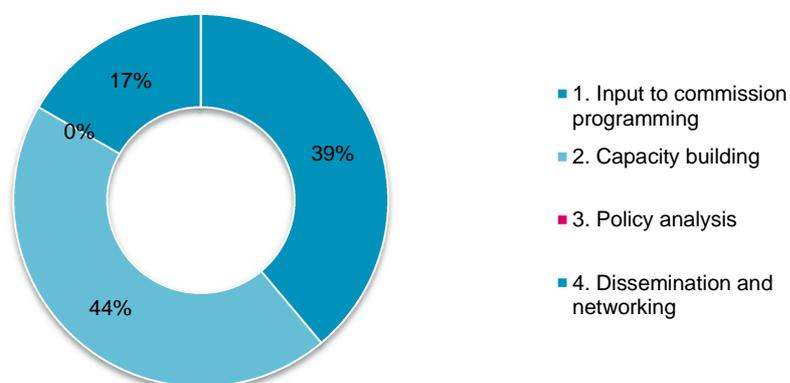
### Theme A - VET system development in a LLL perspective



### Theme B - Employability and Labour Market Systems



### Theme C -Business and Education



## Annex 3: Corporate Outputs

### List of achieved outputs in 2013:

1. **1.A.001** IPA I monitoring and implementation support to DG Enlargement and EU Delegation in Albania
2. **1.A.002** IPA I monitoring and implementation support to DG Enlargement and EU Delegation in Bosnia and Herzegovina.
3. **1.A.003** IPA I monitoring and implementation support to DG Enlargement and EU Delegation in Kosovo
4. **1.A.004** IPA I monitoring and implementation support to DG Enlargement and EU Delegation in Turkey
5. **1.A.005** Preparatory and monitoring support to IPA Multi-beneficiary projects to DG Enlargement in the area of social inclusion
6. **1.A.006** Annual review to DG Employment, Social Affairs and Equal Opportunities and DG Enlargement on progress achieved and key challenges in VET, employment and social inclusion for the annual Progress Report
7. **1.A.007** Support to DG Education and Culture policy platform for Western Balkans and Turkey through expertise and analysis
8. **1.A.008** Support to Commission services in sector committee meetings for Human Capital Development in the Western Balkan and Turkey
9. **1.B.009** IPA IV follow up support to DG Employment, Social Affairs and Equal Opportunities and EU Delegation in the former Yugoslav Republic of Macedonia, Albania, Montenegro, Serbia and Turkey
10. **1.B.010** Support to DG Enlargement in the preparation of country strategies 2014-20 through the implementation of the regional project "Supporting the development of comprehensive HRD strategies in the Enlargement countries" in Albania, Bosnia and Herzegovina, fYRoM, Kosovo, Montenegro, Serbia and Turkey
11. **1.C.011** IPA Multi-beneficiary preparatory and monitoring support to DG Enlargement for Private Sector Development, including SEE Investment Committee, RCI and SEECCEL
12. **2.A.013** Ministry of Civil Affairs, and the Ministries of Education and Labour in Bosnia and Herzegovina to facilitate the implementation of the Baseline Qualification Framework through a country wide dialogue on pathways between VET and Higher Education
13. **2.A.014** Ministry of Science, Education and Sports and other stakeholders in Croatia to support better matching of skills and labour market needs through evidence-based policy making.
14. **2.A.015** Relevant stakeholders from education and the world of work in Croatia to support hand-over to Cedefop
15. **2.A.016** Vocational Qualifications Authority in Kosovo to facilitate implementation of the qualifications system involving the MoE, MoL and social partners fostering links with EQF
16. **2.A.017** Stakeholders from education and the world of work in Kosovo to facilitate the development of VET policy reviews and development of indicators to inform the education strategy framework

17. **2.A.018** Ministry of Education, the VET Centre and the VET Council in Former Yugoslav Republic of Macedonia to promote VET strategy operationalization
18. **2.A.019** Ministry of Education in Montenegro to improve quality of teacher training through continuous support to scaling up of a school based teacher training model in secondary schools ensuring synergy between VET and general secondary education
19. **2.A.020** Ministry of Education in Serbia for improved governance of education and training to look into education indicators, monitoring and evaluation, involving, VET Agency, statistical office and world of work
20. **2.A.021** Ministry of Education in Serbia support the implementation of a national qualification framework to improve the transparency of qualifications and ensuring links between VET and HE
21. **2.A.022** the implementation of the qualification framework with particular reference to links between level 5 and 6 of EQF involving Ministry of Labour, the Vocational Qualification Authority, HE Council and social partners
22. **2.A.023** Ministries of education in the Enlargement region through regional cooperation to look into practices for social inclusion and cohesion in school and their relevance for mainstream reforms
23. **2.B.025** National IPA Co-ordinator and country Authorities from education and labour market in Montenegro to prepare for the pilot implementation for the development of a comprehensive HRD strategy
24. **2.A.026** National IPA Co-ordinator and country Authorities from education and labour market in Serbia to prepare for the pilot implementation for the development of a comprehensive HRD strategy
25. **2.C.028** Strategic Working Group and Core Expert Team in Bosnia and Herzegovina to continue regular dialogue for mainstreaming entrepreneurial learning in VET with emphasis on teacher training
26. **2.C.029** Ministry of Education, the VET Centre and the VET Council in Former Yugoslav Republic of Macedonia to foster women's entrepreneurial learning
27. **3.A.030** A VET strategy and development plan in Serbia with particular reference to mainstreaming of pilot projects
28. **3.A.031** A report on Voc-Test-Centres and their responsibilities as well as challenges in a pilot region in Turkey
29. **3.A.032** A regional review on VET policies and practices for social inclusion and cohesion, highlighting issues, challenges and innovative practices
30. **3.B.033** A report on the organisation and functioning of PES and the legal aspects hereof in Kosovo
31. **4.A.034** Networking opportunities created for regional policy makers, practitioners and researchers from the Western Balkans and Turkey on VET policies and practices for social inclusion and cohesion including through e-platform and regional conference
32. **4.A.035** Dissemination of ETF 2012 Torino Process regional report in the countries in the region and at any relevant fora

33. **4.A.036** Project preparation and monitoring meetings as well as experience sharing meetings with Member States in the Western Balkans and Turkey involving national authorities and Commission services and donors
34. **4.A.037** Regular meetings and sharing with regional initiatives and bodies in the region, like ERISSE, RCC, HRD TF to maximise input in HR in the region
35. **4.C.038** Regular meetings and sharing with representatives of DANUBE Strategy Pillar 8 on competitiveness and Pillar 9 on skills development to maximise input in HR in the region
36. **1.A.039** Input to the monitoring of the ENP action plans 013 all countries with ENP action plans
37. **1.A.040** Support the final stage of the SPSP by completing the 2012 assessment
38. **1.A.041** Support to the launch of the EU intervention in TVET in Egypt
39. **1.A.042** Follow up support to the on-going EU interventions in TVET and employability in Algeria, Jordan, Lebanon, Libya and occupied Palestinian territory
40. **1.A.044** Follow up support to the on-going EU interventions in TVET and employability in Algeria, Jordan, Lebanon, Libya and occupied Palestinian territory
41. **1.B.045** Input to the Euromed dialogue on employment
42. **1.B.046** Input to the Euromed Social Dialogue Forum
43. **1.A.047** Inputs to the EU mobility partnerships with Egypt, Jordan, Morocco and Tunisia (tbc).
44. **1.C.048** Inputs to Industrial Cooperation Working Group and Euromed Ministerial conference on Industry
45. **1.C.049** Euromed Charter Assessment reports in eight countries on progress of implementation of entrepreneurship learning and enterprise skills dimensions
46. **1.C.050** Regional Euromed Charter Assessment report on entrepreneurship learning and enterprise skills dimensions
47. **2.A.051** Ministry of VET And employment, Ministry of education, Ministry of higher education and CGE in Morocco on qualifications frameworks
48. **2.A.052** Relevant stakeholders in Morocco in the region of Tanger and Ministry officials on multilevel governance
49. **2.A.054** Ministry of VET and Employment and Social partners in Tourism and construction sectors, on qualifications to improve transparency of qualifications at regional level and labour force mobility in Tunisia
50. **2.A.055** Ministry of VET and Employment and Social partners in Tourism and construction sectors, on qualifications to improve transparency of qualifications at regional level and labour force mobility in Morocco
51. **2.A.056** Ministries of VET and social partners at national level on issues linked to NQF governance and institutional settings, and quality assurance in Jordan
52. **2.A.057** Ministry of VET and Employment and Social partners in Tourism and construction sectors, on qualifications to improve transparency of qualifications at regional level and labour force mobility in Egypt

53. **2.A.058** Officials in the Ministries of Education and Labour and relevant key stakeholders in VET in Israel on inclusive education
54. **2.A.062** Social partners and other government bodies in Jordan on evidence-based policy making with a focus on gender issues.
55. **2.A.061** Regional stakeholders in Medenine and Ministry officials on Multilevel governance
56. **2.A.062** Ministries of VET, labour and education in the region on public policy making in VET
57. **2.B.063** Young Mediterranean Leaders for issues of employability and governance.
58. **2.C.064** MoE, Centre for Pedagogical Research and Development (CRDP) and pilot school staff in Lebanon to introduce entrepreneurship as a key competence in secondary education
59. **2.C.065** Palestinian Ministry of Education and teachers training institutions, and teachers on innovative practices in teacher training
60. **3.A.066** A synthesis report on how to roll out the developed NQF in Morocco
61. **3.A.068** Scenarios developed and documented for the regionalisation of the VET system in Tunisia
62. **3.A.070** TVET chapter in the pre-university review in Egypt, together with the OECD and the World Bank
63. **3.B.071** A diagnostic assessment of the adequacy of training for employment at regional level in Tunisia
64. **4.A.072** In Egypt, Jordan, Morocco and Tunisia, national awareness raising for decision makers from the demand and supply sides of regional qualifications project results and analysis of applicability to the national context in the development of NQFs
65. **4.A.073** For Ministries of VET and Employment and Social partners in tourism and construction sectors, on qualifications to improve transparency of qualifications at regional level and labour force mobility 013 REG conference Tunisia, Morocco, Jordan and Egypt
66. **4.B.074** In Morocco, dissemination and discussion of the policy implications of the results of the skills and migration survey
67. **4.B.075** Tools for analysing the matching of skills needs and provision are disseminated both at national and at regional (Medenine) level
68. **1.A.076** Implementation support and follow-up to the EC SPSP in Armenia through capacity building and advice
69. **1.A.077** Implementation and programming support to EU projects in Azerbaijan
70. **1.A.078** Implementation support and follow-up to the EC SPSP in Georgia through capacity building and advice
71. **1.A.080** Preparatory work and input into design of EU projects in Ukraine
72. **1.A.081** Technical inputs to EaP Platform IV and to progress reports in Neighbourhood East countries
73. **1.B.082** Technical inputs to EC activities under the EU Mobility Partnerships with Moldova, Georgia, Armenia and Azerbaijan

74. **1.B.083** Technical inputs to DG EMPL on HCD issues under the Employment Forum of Platform 2 of the EaP
75. **1.C.084** Technical inputs to DG Enterprise on HCD issues under the SME Forum of Platform 2 of the EaP
76. **1.C.085** Technical inputs to a Ministry of Education of Moldova-ETF conference on Entrepreneurial Learning under Platform 4 of EaP
77. **2.A.086** VET Council on VET reform progress in Armenia
78. **2.A.087** Ministry of Education to implement a Ministry of Education to evaluate VET strategy in Azerbaijan
79. **2.A.088** Policy makers, social partners and practitioners on labour market-based curriculum reforms in Georgia
80. **2.A.089** Of Ministry of Education and of Labour, and social partners on designing a policy on competency-based qualifications in the Republic of Moldova
81. **2.A.090** Ministry of Education and VET Centre staff on EU concepts and indicators in the Republic of Moldova
82. **2.A.091** Ministry of Education and specialists to analyse skills gap and Regions in VET governance in Russia
83. **2.A.092** Ministries and social partners to implement NQF in Ukraine
84. **2.A.093** Policy makers, social partners and practitioners on school optimisation at regional level in Ukraine
85. **2.A.094** Policy makers and education and statistical experts on generating evidence for policies in Belarus, as a pilot follow-up of the Torino Process
86. **2.A.095** Ministries of Education and Labour, and social partners to develop sector committees in Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia and Ukraine
87. **2.A.096** Ministry of Education to formulate approaches to validation of non-formal and informal learning in Armenia, Georgia, Republic of Moldova and Ukraine
88. **2.B.097** Ministry of Labour to implement an Action Plan of Employment Strategy, including active labour market measures in Armenia
89. **2.B.098** Ministries of Labour and of Education on NQF methodologies in Azerbaijan
90. **2.B.099** Ministries and social partners on skill anticipation methodologies in Ukraine
91. **2.B.100** Ministry of Labour to review options for career development in Armenia
92. **2.C.101** Policy makers, social partners and practitioners on VET and Entrepreneurial learning in Belarus
93. **2.C.102** Policy makers and social partners on training strategies for SME policies in the Republic of Moldova
94. **3.A.103** On VET strategy monitoring in Georgia
95. **3.A.104** On NQF implementation in Republic of Moldova, Georgia and Ukraine

96. **4.B.106** Dissemination conference on skills analysis and school optimisation in Ukraine
97. **4.B.107** Article on career guidance in Russia
98. **1.A.108** EU project implementation support and follow-up in Kazakhstan
99. **1.A.109** Technical assistance to Budget Support in Kyrgyzstan
100. **1.A.110** EU education and VET projects implementation support and mid-term review in Turkmenistan
101. **1.A.111** Inputs to EU Programming 2014-20
102. **1.A.112** EU project implementation support and follow-up to the Central Asian Education Initiative platform
103. **2.A.113** School managers and policy makers on the management of services and of teaching and on learning processes in schools in Kazakhstan
104. **2.A.114** School managers and policy makers on the management of services and of teaching and on learning processes in schools in Kyrgyzstan and Uzbekistan
105. **2.A.115** VET Council to implement VET strategy in Kyrgyzstan
106. **2.A.116** School managers and policy makers on the management of services and of teaching and learning processes in schools in Tajikistan
107. **2.A.117** Policy makers to monitor VET policy and the use of indicators in Tajikistan
108. **2.A.118** Policy makers and practitioners on teacher training in Turkmenistan
109. **2.A.119** Policy makers, social partners (incl. Chamber of Commerce) and practitioners to develop methodologies for NQF in Uzbekistan
110. **2.A.120** Policy makers and school directors to implement VET policy and school autonomy in all CA countries
111. **2.B.122** Policy makers in Kyrgyzstan on the use of evidence related to education and training outcomes
112. **2.B.123** Labour market and VET policy makers on implementation of transition study recommendations in Tajikistan
113. **2.B.125** Implementation of recommendations of Transition study in Tajikistan
114. **4.A.126** School networking through social media on teacher training in all CA countries
115. **4.B.127** Dissemination of the transition study in Tajikistan and Kyrgyzstan
116. **1.A.128** Contribution to EU developments in Qualifications through EU expert groups
117. **1.B.129** Foresight methodology for skills needs and labour market situation in Western Balkans and Turkey
118. **1.B.130** Methodology for assessment of institutional capacity for sector-wide support in Western Balkans and Turkey
119. **1.C.131** Contribution to DG EAC EAG Working Group on Entrepreneurial learning outcomes (EU/EEA) assessment

- 120. **3.A.132** Updated NQF inventory for partner countries and cross country overview
- 121. **3.A.133** Toolbox for work-based learning
- 122. **3.A.135** Literature review on VET quality management
- 123. **3.B.137** Position paper on skills and migration
- 124. **3.B.138** Policy briefing on skills and informal employment
- 125. **3.B.139** Survey of good practices of active labour market measures in ETF partner countries
- 126. **4.A.142** Improved and up-dated Qualification Platforms facilitating the international debate and expertise sharing in 2013
- 127. **4.A.143** Recognition of the ETF as a centre of expertise through the presentation of papers, communications or participation as a panellist or peer-reviewer in international conferences and events
- 128. **4.C.144** Extension of good practitioner network for reworking and validation of good practice method & tools
- 129. **4.C.145** Dissemination of good practice peer review process and tools
- 130. **3.A.146** Launch of Torino Process 2014-15
- 131. **3.A.147** Torino Process Report 2012-13
- 132. **4.A.148** Corporate conference on Torino Process
- 133. **2.C.149** Capacity Building toolkit finished
- 134. **2.A.150** Capacity building methodological framework completed
- 135. **4.A.151** Social media based knowledge sharing platforms consolidated
- 136. **4.A.152** Content management and information services delivered
- 137. **2.A.153** Mediterranean Policy leaders' capacity in policy-making analysis enhanced (Marseille).
- 138. **3.A.154** Methodology on Good Multilevel Governance
- 139. **2.A.155** School directors to extend their networks and mutual learning
- 140. **2.C.157** Entrepreneurial communities initiative launched

#### Corporate outputs carried forward from 2012 and achieved in 2013 (code from 2012 WP):

1. 2.A.018 With the Ministry of Education in Montenegro to improve quality of teacher training through support to scaling up of a school based teacher training model in secondary schools
2. 2.A.025 With the Ministry of Education in Serbia support the implementation of a national qualifications framework to improve the transparency of qualifications involving Ministry of Labour and social partners
3. 4.B.082 One conference organised in Morocco to discuss the skills and migration survey results

4. **2.A.100** Of policy makers, social partners and practitioners on school optimisation in Ukraine

### Carried forward outputs from 2013 to 2014

1. **2.A.12** (SEET) Ministry of Education, the VET Centre and the VET Council in Albania to promote VET strategy operationalization

*REASON: The study was delayed for two reasons: (i) the change of Government and the consequent delay of the planned workshop consultations to be held in the regions and (ii) the required change of a one of the two experts in October 2013.*

2. **2.B.24** (SEET) Ministry of Labour and related bodies in Kosovo to increase capacities for drafting a law on the organisation and functioning of PES

*REASON: The work to support the MLSW in the development of a plan to modernise PES will continue until Q1 2014, as the PES law was approved only late December 2013. (latest: 16 January: the expert work in the final stage)*

3. **2.A.60** (SEMED) Libyan stakeholders on participatory evidence-based policy analysis

*REASON: Progress has been made in drafting the TRP. However, we are still missing some chapters that have to be done by some members of the Steering committee of the TRP as agreed upon during one meeting of this committee. Therefore, there could be a risk that the report is not finalised by the end of this year. Under these circumstances, the dissemination event is likely to be postponed to 2014.*

4. **3.A.67** (SEMED) In Libya through the implementation of the Torino Process

*REASONS: both above did not receive in time contribution from the local stakeholders, i.e. the report and the dissemination are postponed*

5. **1.A.79** (EE) Preparatory work and input into design of EU project and to the EC SPSP in the Republic of Moldova

*REASONS: Due to delay in the start of TA, the ETF input will adapt to the new timing (TA to start likely in Q2/2014)*

6. **4.A.105** (EE) Regional conference on sector committee approaches in EE, presentation of mutual learning project

*REASON: The Project Conference will take place in 2014, given that the project has been extended for one more year*

7. **2.B.121** (CA) Labour market and VET policy makers on transition study questionnaire and recommendations in Kazakhstan

*REASON: postponed in line with tender specifications (Q2)*

8. **2.C.124** (CA) School managers, social partners and policy makers to create and monitor practical placements in companies in KAZ

*REASON: postponed in line with tender specifications (Q1)*

9. **3.B.136** (TED) Study on employability related measures for potential migrants and returnees

*REASON: The output was postponed to Q1/2014 due to initial difficulties in the procurement phase (see comments in Q2-Q3 reports) but activities have now started and are on track. Postponed due to late start of contract (see Q2-Q3 reports)*

10. **3.B.140** (TED) 2 methodological guides on skills matching and anticipation

*REASON: Further to discussion with ILO, they will be in charge, work in progress*

### Cancelled outputs in 2013:

1. **1.A.043** Input to the regional policy dialogue platform on education and training

*REASON: no project output has been associated*

2. **2.C.027** Ministry of Education, the VET Centre and world of work in Albania to foster education and business cooperation

*REASON: This will be under FRAME*

3. **2A.156** Capacity building for DGVT and ACVT nominees from Montenegro, former Yugoslav Republic of Macedonia, Serbia and Turkey to foster their active engagement in the DGVT and ACVT meetings.

*REASON: The ACVT DGVT meeting planned for 25-26 November was cancelled due to the lack of CC engagement in the two EU fora*

4. **3.A.069** In Egypt through the implementation of the Torino Process (Torino Process workshop in Egypt

*REASON: Given the situation due to the very important political events that took place during Q3 in Egypt (see summary of progress Q3/C1 report) it is recommended to make available the budget left for the TRP2014 early launch, since it is not feasible to organise this activity under these circumstances.*

5. **2.A.053** Coordination Committee (Ministry of Education and social partners) in Lebanon on the governance of qualification framework and its implementation

*REASON: Force majeure - Due to the ongoing situation in Lebanon, it has not been possible to implement this objective (see "Reporting" section)*

6. **4.A.141** Knowledge sharing event on sustainable development and VET

*REASON: all activities linked to sustainable development were cancelled based on negative priority - there was reduction of human resources through the year due to unexpected absences*

7. **3.A.134** Pilot competence measurement of VET students

*REASON: linked to ILP LEARN on competence measurement is mentioned as tbc in the WP - did not go forward as considered premature for our partner countries*

# Annex 4: ETF Policy on Materiality criteria to establish reservations in the annual declaration of assurance of ETF director in the Annual Activity Report

(ETF/09/DEC/018 issue 2)



## DIRECTOR'S DECISION

NUMBER	ETF/2009/DEC/018 Issue 2	
SUBJECT	ETF Policy on Materiality Criteria	
<i>Issues</i>	<i>Summary of issue</i>	<i>Date</i>
1	Original decision	3 November 2009
2	Modifications: revised ETF Policy on Materiality Criteria	3 February 2012

### The Director of the European Training Foundation,

Having regard to

Article 40 of ETF Financial Regulation,  
"The authorising officer shall report to the Governing Board on the performance of his duties in the form of an annual activity report, together with financial and management information confirming that the information contained in the report presents a true and fair view except as otherwise specified in any reservations related to defined area of revenue and expenditure."; and

ICS no. 8 'Processes and procedures' of the revised 16 ETF Internal Control Standards adopted by the GB in March 2009 (GB/09/DEC/004) and in particular the ETF procedure on register of exceptions (ETF/2011/DEC/001)

Considering

The EC guidelines for annual activity reporting <sup>1</sup> which state that only material reservations can be used to qualify the annual declaration and even in case no reservation is issued, the Annual Activity Report should explain the materiality criteria considers applicable to their operations.

### Has adopted the following decision

#### 1. Scope

The aim of this policy is to define the materiality criteria for the ETF Director to base his/her decision where a reservation should be included in the annual declaration of assurance in the context of annual activity reporting.

<sup>1</sup> Standing Instructions for Annual Activity Reports 2010, SEC (2010)1333 and EC Communication COM (2003)28 of 21 January 2003.

## 2. The concept of materiality

The concept of materiality provides the ETF Authorising Officer with a sound basis for determining **significant deficiencies** that should be subject to a formal reservation to his/her annual declaration. Deciding whether a deficiency is significant is a matter of judgment by the Authorising Officer, who remains responsible for the declaration of assurance, including any reservations to it. In doing so, he/she should identify the overall impact of a deficiency and judge whether it is material enough so that the non-disclosure of the deficiency is likely to have an influence on the decisions or conclusions of the users of the declaration.

In order to ensure coherence with those criteria commonly followed within the EC and to avoid the risk that the reservations included in the ETF Annual Activity Report would not be understood or interpreted in a correct manner by readers of the report, the ETF applies the same common approaches of the EC as regards the assessment and quantification of significant deficiencies and materiality thresholds.

### 2.1. Types of significant deficiencies

In the ETF, deficiencies leading to formal reservations which fall within the scope of the declaration of assurance, should **relate to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions**.

The following provides a non-exhaustive list of types of possible deficiencies to be considered in this context:

- *Significant occurrence of errors in the underlying transactions* (legality and regularity) detected during the controls or supervision exercises. Different parameters can be considered, such as the frequency of errors and the financial impact of these errors etc.
- *Significant control system weaknesses*. Controls can also detect major system weaknesses for which the financial impact as such is not easy to calculate but which indicate weaknesses as to the design and the effectiveness of the control systems.
- *Insufficient audit coverage and/or inadequate information from internal control systems*. These include situations where the ETF may not be aware of specific control weaknesses, because it has not performed enough controls in that area to support a definitive conclusion and it does not have compensating evidence from other sources.
- *Critical issues outlined by the European Court of Auditors, the Internal Audit Service and OLAF*. These issues may relate to significant occurrence of errors, weaknesses in the control systems or insufficient audit coverage or inadequate information from internal control system. In these cases, consideration should also be given to alternative sources of evidence (e.g. the management's own information).
- *Significant reputational events*. Reputational events having a significant impact on the declaration of assurance i.e. the use of resources, sound financial management and the legality and regularity of underlying transactions.

Deciding whether something is material involves making a judgment in both **qualitative and quantitative terms**.

### 2.2. Qualitative assessment

In qualitative terms, when assessing the significance of any deficiencies, the ETF should take into account the following factors:

- The nature and scope the deficiency;
- The duration of the deficiency;
- The existence of compensatory measures (mitigating controls which reduce the impact of the deficiency); and
- The existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact.

## Annex 5: Stakeholder cooperation in 2013

### Stakeholder cooperation

#### Cooperation with EU member states

Cooperation with EU Member State institutions is not always formalised through a cooperation agreement or other juridical instrument. It may include participation in events organised by other parties, knowledge sharing and networks of relevant experts in the area of vocational education and training, joint publications or contributions to publications and annual reports, etc.

Based on the results of the questionnaire addressed in 2013 to the ETF Governing Board members, the ETF initiated a series of actions to ensure that its activities are coordinated with those promoted by the EU Member State organisations active in human capital development in the ETF partner countries. The following actions were developed in cooperation with EU Member State institutions and Governing Board members:

ETF Partner country or region	EU member state	Type of cooperation
South Eastern Europe and Turkey	Italy, Romania, Austria	The Romanian and Italian ministers of education and a high level official from the Austrian Federal Ministry of Science and Research contributed to Policy Leaders Forum for WBT ministers (8 May);
Eastern Partnership countries	Portugal	The Portuguese Governing Board member and other relevant authorities provided support to the ETF for the organisation of a peer learning event in Portugal to discuss sectoral partnerships and sector-based skills demand analysis, under the programme of Platform 2 of the Eastern Partnership (18-19 April);
Cross-regional		Joint ETF-British Council cross-regional policy event on Enterprise and Entrepreneurship”, 18-22 November 2013, London. The joint event was an excellent opportunity to share European best practice in enterprise education including insights to upcoming policy developments, to meet successful education and training providers and other stakeholders those lead on enterprise education initiatives in the UK who shared their experience of effective approaches with delegates. The ETF partner countries representatives were from Bosnia and Herzegovina, former Yugoslav Republic of Macedonia and Lebanon. Overall the seminar provided an excellent, fast learning, cross cultural knowledge sharing environment with quality exchange between all participants.
Armenia	Austria	Participation of an Austrian representative in the ETF event in Tbilisi, Georgia, 15-16 March to present relevant experience on work-based learning, sector skills councils, validation of non-formal and informal learning;
Bosnia and Herzegovina	Germany	The ETF organised a peer learning event in Germany with the support of GIZ on “Adult education and training and skills for the future labour market in Bosnia and Herzegovina: learning from experience in Germany”, 18-21 June. The objective of the peer learning exercise was to strengthen local processes in Bosnia and Herzegovina and pave the way forward for innovative approaches in adult education and training, in particular raising the importance of skills.
Kyrgyzstan	Estonia	Estonian expert nominated by the Ministry of Education shared the Estonian experience in reforming VET during a series of events organised by the ETF in Bishkek on 2-6 December 2013. Estonian self-assessment approach on quality was a great inspiration for the Kyrgyz stakeholders. Estonian VET school experience of the school using feedback from graduates and on improvement actions that school has then taken has been shared.
Lebanon	Italy	ETF implemented in Lebanon the Italian Trust funded project “Entrepreneurial learning in Lebanon”. The project dissemination conference took place in Beirut on 7 December, provided the occasion for the project partners and relevant stakeholders to better understand the experiences of project beneficiaries.

Morocco	Belgium	Participation of the Flemish minister of education in the ETF event organised in Rabat, Morocco on 27 February on qualification frameworks;
Palestine	Austria	The ETF cooperated with the Austrian Federal Ministry of Education to organise a study visit in Austria for the Palestinian stakeholders (10-13 December). Representatives from relevant Ministries and from civil society in Palestine were invited. This study visit was an opportunity for discussion about an integrated teacher training system. It also exposed Palestinian stakeholders to the reformed system of teacher training in TVET.
Uzbekistan	UK	Joint ETF-British Council policy event on entrepreneurial learning “Enterprise, Entrepreneurship and Employability, 19th November”, 2013, Tashkent. This conference provided participants with an insight to the EU’s strategy and approach to developing and strengthening enterprise and entrepreneurship skills in young people and adults. It also allowed policy makers, practitioners, social partners and experts from Uzbekistan to discuss the content of education and training programmes aiming at the development of entrepreneurship as key competence, the teaching methodology, approaches to teacher competence development, as well as organisation of the learning process.

The ETF was also invited through their Governing Board members or under the framework of the cooperation agreements, to contribute and share the experience and expertise in events organised by

EU member state	ETF contribution
France	Consultation on the “5+5” initiative and the possible cooperation as regards qualifications framework
Germany	The ETF contributed to the “International Seminar on Good Practice Exchange of Vocational Education and Training (VET) and Entrepreneurship Training”, 13-14 November 2013, Frankfurt
Italy	Consultations with the Ministry of Foreign Affairs- Undersecretary from the Italian Ministry of Foreign Affairs (MFA) Ambassador M Valensise visited ETF on 18 October. Consultation with the Italian Ministry of Education (27 May and 8-9 July Turin), Ministry of Foreign Affairs (14 June, 18 October) and Ministry of Labour ( 2 December, Rome)
UK	The ETF contribution to the British Council event on “Youth employment in North Africa”, 15-16 October, Brussels. The purpose of this workshop was to allow EU institutions and other Brussels based organisations to engage with North African public authorities and civil society on the challenges for youth employment, including education reforms, skills development, and entrepreneurship. Concrete case studies from British Council programmes in the region were discussed, demonstrating best practices and lessons learned, in order to contribute to the development of innovative strategies for shaping the future for youth employment in the region. The ETF representative shared the ETF innovative thinking and approaches in the area of youth employment in the region; d) UK
UK	ETF contributed during the British Council Skills for Employability (SfE) approach in the Neighbourhood context, 25 May 2013, Brussels The workshop was organised to inform stakeholders from the European Commission on how youth unemployment is being addressed through the British Council Skills for Employability (SfE) approach in the Neighbourhood context. The workshop provided concrete case studies with tangible impact and measurable results from both Neighbourhood South and East countries in order to demonstrate the SfE methodology and the lessons learnt on how this approach caters for specific country needs; but also provided a regional dimension whereby common issues are dealt with collectively at Regional/sub-Regional level. The ETF presented the commonalities in approaches (participative, holistic, evidence) and the differences in the types of interventions.

**ETF dialogue with international organisations.** Intensive cooperation with the international organisations and the development banks both at country and regional level but also on thematic areas has been reached in 2013.

**The inter-agency working group on TVET.** Chaired by UNESCO, the inter-agency working group met formally in Paris in 20 September and discussed the outcomes and the progress of the work undertaken in the sub-groups on indicators and green skills. An exploratory discussion on the role of TVET in the post 2015

agenda took place. The ETF is member of this group together with other services of the European Commission, OECD, World Bank, ILO, Asian Development Bank and Islamic Development Bank. Under the framework of the working group, the ETF has contributed to the work of the international organisations on indicators, providing inputs based on the expertise in the two LIC's of the ETF portfolio. The ETF was invited as observer by the G20 Russian Chairmanship to attend and contribute to the work of the G20 human resources development group, 13-14 May 2013, Moscow.

## ETF cooperation with ILO

Title	Description
Policy analysis overall VET system	<p>Brief description. The ETF Torino Process is a bi-annual participatory analytical review of the status and progress of vocational education and training in the ETF partner countries.</p> <p>Cooperation in 2013 ILO- Department for Skills and Employability chaired one of the plenary session during the ETF Torino process conference, 8-9 May 2013, Turin; ETF was requested to present its Torino process policy analysis during the ITC ILO training programme- Skills Academy in 2012 and 2013</p>
Skills anticipation and matching	<p>Brief description. The ILO in cooperation with Cedefop and ETF have prepared four guides on forecasting and foresight, on sectoral anticipation, on intermediary agencies and on matching/LMIs.</p> <p>Cooperation in 2013 ILO, Cedefop and ETF organised on 4 – 5 July 2013 in Thessaloniki, Greece, an expert seminar on Skills anticipation guides. The drafts of the four guides were presented and discussed with experts in the field as well as potential users. The objective was to ensure their validity and usefulness for the target audiences. The comments and suggestions made by the 40 experts participating in the seminar helped the further development and the finalisation of the guides on skills anticipation and matching. ETF attended and presented its experience on “Using Technology Foresights for identifying future skills needs”, during the ILO workshop organised in Moscow, Russia on 11-12 July 2013</p>
Career guidance	<p>Brief description. The ETF was invited to present its experience and expertise in the area of career guidance during the ITC-ILO training programmes in 2013.</p> <p>Cooperation in 2013 The ETF experience in the area of career guidance was shared through presentations made during the following training courses: Skills Academy, 4-6 December 2013; “Career Guidance: Policy and Practice in Employment, Education and Training”, 21-25 October 2013; Key issues in TVET strategic planning: Career guidance, 2 October 2013;</p>
Skills dimension of migration	<p>The ETF was requested by the ITC-ILO to present its experience during the training programme Euromed Migration Programme, 13 June 2013. The ETF made a presentation of the migration survey results in Armenia, Georgia and Morocco</p>
Coordination of the operational activities at country and regional level in view of ensuring synergy and complementarity of interventions	
Southern and Eastern Mediterranean	<p>The ETF is implementing the GEMM project in the Southern Mediterranean region which has a component dedicated to the social partners. The ILO- Regional Office in Beirut has developed a series of activities aiming to support the social partners in the region. Aiming to ensure coordination and complementarity of interventions at regional level, the ETF and the ILO have agreed on opportunities for cooperation under the framework of the ETF GEMM project.</p> <p>In this context, the ILO regional Office will complement the trainings for trade unions and employers and cooperate in the framework of specific pilot projects.</p> <p>Entrepreneurial learning in Lebanon. The ILO Regional Office in Beirut is implementing in Lebanon an entrepreneurial programme, named “Skills Development” aiming to implement the “Know About Business” education package in seven VET centres in various regions of the South of Lebanon. The ETF implemented in Lebanon two projects aiming to promote entrepreneurial learning and to support the development of a national qualifications framework.</p> <p>During the last 3 years, the ETF has worked with the ILO experts and the ILO Regional Office made available its “Know About Business” module for use, adaptation and implementation by the ETF within a set of agreed schools and/ or institutions. The ETF work aimed to support the schools’ staff and career guidance counsellors in developing</p>

	appropriate pedagogical material and tools for entrepreneurial learning.
Central Asia	The ILO- Department for Skills and Employability has started cooperation with the Russia G20 Chairmanship in a project linked with the G20 priorities-“Applying the G20 Training Strategy”. At their request and looking for coordination of approaches, the ETF put at the disposal of the ILO teams the Torino process findings for Armenia, Kyrgyzstan and Tajikistan.

## Cooperation with the World Bank group

Title	Description
	Knowledge sharing on methodological and thematic approaches
Policy analysis Overall VET system	<p>Brief description</p> <p>The ETF Torino Process is a bi-annual participatory analytical review of the status and progress of vocational education and training in the ETF partner countries. The World Bank SABER collects and analyses policy data on education systems around the world, using evidence-based frameworks to highlight the policies and institutions that matter most to promote learning for all children and youth. The World Bank STEP can help policymakers, analysts, and researchers think through the design of systems to impart skills that enhance productivity and growth.</p>
	<p>Cooperation in 2013</p> <p>Sharing lessons learned from Torino Process policy analysis and learning about the application of SABER tool in all Arab countries (including the ETF partner countries Egypt, Jordan, Morocco, Palestine, Tunisia). ETF staff attended and contributed the World Bank-IMF conference on SABER, Kuwait, 11-12 June 2013; Presenting updates and preliminary outcomes by applying STEP and SABER. World Bank made key note presentation to the ETF Torino Process event, Turin, 8-9 May 2013.</p>
	Coordination of the operational activities at country and regional level in view of ensuring synergy and complementarity of interventions
South Eastern Europe and Turkey	<p>Cooperation in 2013</p> <p>In view of ensuring complementarity and coordination, an exchange of information as regards the regional approaches and initiatives in the area of human capital development in the South Eastern Europe and Turkey took place. The ETF and the World Bank regional office representatives met on 21-22 February 2013 in Turin; The ETF attended at the invitation of DG Enlargement, the European Commission - World Bank Inception Conference: Building Monitoring and Evaluation Capabilities in the Western Balkans and Turkey, Vienna, 28 February 2013; Information exchange between the ETF and the World Bank offices in the partner countries in the framework of the Torino process policy analysis, 2012-2013.</p>
Southern and Eastern Mediterranean	<p>Cooperation in 2013</p> <p>In view of ensuring complementarity and coordination, exchange of information as regards the regional approaches and initiatives in the area of human capital development in the Southern and Eastern Mediterranean Region took place. The ETF, the World Bank Office in Cairo and IFC E4E team met on 12-13 February 2013 and 21-22 October in Turin; Information exchange between the ETF and the World Bank offices in the partner countries in the framework of the Torino process policy analysis in 2012-2013.</p>

## Cooperation with OECD

Title	Description
Assessment of the human capital dimensions of the Small	Brief description. The SBA assessment drive forms part a wider review of small business policies undertaken in cooperation with the OECD, the European Commission's Directorate General for Enterprise & Industry and the European Bank for Reconstruction & Development.

Business Act for Europe (SBA)	Cooperation in 2013 ETF staff completed the final assessment of the human capital dimensions of the Small Business Act (SBA) in Southern Mediterranean countries. Draft reports have been finalised.
OECD Eurasia Competitiveness Programme	Brief description. The OECD Eurasia Competitiveness Programme is financed by the EU and Kazakhstan. The main instrument used is the production of Policy Handbooks containing policy analysis, good practice and policy recommendations as a basis for capacity development. Cooperation in 2013 ETF attended the Steering Committee OECD Eurasia Competitiveness Programme, 25 February and 3 December in Paris. The Eurasia Competitiveness Roundtable (4 December) discussed the Peer Reviews of competitiveness reforms in the Kyrgyz Republic and Republic of Moldova
Cooperation with OECD- Centre for Entrepreneurship, SME's and Local Development –LEED Trento Centre	Brief description. The OECD LEED Trento Centre for Local Development was established by the OECD, the Italian Government and the Autonomous Province of Trento (Italy) in 2003. The Centre is an integral part of the OECD LEED Programme. The mission of the Trento Centre is to build capacities for local development in OECD member and non-member countries. Cooperation in 2013 At country level in Tunisia, the ETF and OECD-LEED together with GIZ have agreed cooperation to map the entrepreneurial practices in both higher education and VET.

## Cooperation with UNESCO

Title	Description
UNESCO Institute for Lifelong Learning (UIL)	ETF, Cedefop and UIL have cooperated in 2012-13 to develop the Global Inventory on the developments in the area of qualifications frameworks. It has been produced at the request of the Asia-Europe Meeting (ASEM) Ministers of Education as a contribution to the fourth ASEM Ministers' conference in Kuala Lumpur in May 2013.  Qualifications frameworks was one of the key items on the ASEMME 4 programme in Kuala Lumpur, reflecting the priority the participating countries attach to qualifications frameworks (QFs) and the increasing prominence qualifications frameworks occupy on the wider international policy agenda. Beyond the immediate goal of supporting the conference, this survey also intended to capture the latest trends and developments in the field of QFs worldwide.
Knowledge sharing activities	UNESCO contributed to the meeting of the Stockholm group or private sector engagement working group, 21-22 January, Turin;  UNESCO contributed to the ETF donors in the SEMED region on 12-13 February in Turin and the ETF Torino process conference, 8-9 May, Turin;  UNESCO contributed to the debates of the ETF "Private sector involvement in TVET" donors meeting, 21-22 October 2013.  The ETF chaired the session on Orientation debate on the potential task force on world reference levels for TVET qualifications during the joint UNESCO and European Commission workshop 'Engaging Global Conversations on Recognition of TVET Qualifications based on learning outcomes' on 25 September - 27 September 2013 in Brussels, Belgium. The workshop was an initiative of UNESCO and hosted in cooperation with the European Commission.  ETF attended the UNESCO/UNEVOC Forum on Europe and North America, 28-30 October, Moscow.

## Cooperation with the Regional Cooperation Council Secretariat (RCC)

Title	Description
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SEE 2020 Strategy	<p><b>Brief description</b></p> <p>The RCC's SEE 2020 strategy was adopted in Sarajevo on the 21 November 2013 at the Ministerial Conference of the South East Europe Investment Committee, co-chaired by the government of Bosnia and Herzegovina and the RCC. The strategy was developed by the RCC Secretariat in consultations with governments from SEE, European Commission, ETF and relevant regional and international institutions. In this framework of consultations, the ETF and the RCC have cooperated, with the ETF providing inputs for the areas of human capital and employment.</p>
ETF FRAME project	<p>The RCC Secretariat has actively contributed to several activities and events implemented within the project like:</p> <p>17-18 September 2013 - Kick off regional event, Danilovgrad, Montenegro</p> <p>9-10 October 2013 – ETF Policy Leaders' Forum regional event, Salzburg, Austria</p> <p>25 November 2013 - the RCC- EC-ETF-OECD meeting on monitoring aspects of the SEE 2020 strategy, Sarajevo, Bosnia Herzegovina</p> <p>26 November 2013 – 1st regional monitoring technical meeting, Sarajevo, Bosnia Herzegovina</p> <p>Consultation on monitoring issues</p>
ETF social inclusion in Western Balkans project	<p>The ETF put at the disposal of the RCC Secretariat and their networks the Western Balkans and Turkey country reports - "Enhancing VET policies and practices for social inclusion- ensuring that all young people get a fair chance!" The RCC benefited of the ETF expertise and support in finalising the strategy in the area related to inclusive growth.</p>

### Cooperation with the Union for Mediterranean Secretariat (UfM)

Title	Description
UfM project Med4Jobs	ETF attended and contributed to the "The Mediterranean Economic Conference on "Employment and Territorial Development", which took place on 17-18 September in Tunis. Conceived as a platform for reflection, exchange of experiences and definition of actions to address the unemployment challenge in the region, the conference witnessed the launch of the Mediterranean Initiative for Jobs (Med4Jobs).The ETF shared the experience as regards youth employment.
UfM project "Young women as Job Creators"	ETF attended the launching event of the "Young women as Job Creators" project under the Union for the Mediterranean in Barcelona on 30 April. The project is promoted by AFAEMME (Association of Organisations of Mediterranean Businesswomen) and is supported by 43 Member States of the Union for Mediterranean (UfM). Its aims are to promote entrepreneurship and self-employment among young women university students in Morocco, Jordan, Palestine and Spain in an effort to motivate them to start up their own business.
ETF entrepreneurial communities	UfM is part of the ETF entrepreneurial communities Advisory Board and attended at the level of the head of expert pool the first meeting organised on 30 September in Turin;
Knowledge sharing	The ETF has continued to work and contribute to the UfM Employability project by collecting information and analysis on the labour market and employment situation in the countries from the Southern Mediterranean region. UfM participated in the Policy Leaders' Forum in Marseilles, 6-7 October

### Cooperation with other organisations and networks

Institution	Description of activities in 2013
Council of Europe	The ETF was invited by Council of Europe, which is implementing a joint EU/CoE project "Regional Support for Inclusive Education", to participate to their first meeting of all the country teams, 24 April, Podgorica, Montenegro. ETF is member of the Steering Board of the project.
European Public Administration Group	ETF and EGPA organised the Policy Leaders' Forum on Public Management of Education, Training and Employment Policies in the Arab States of the Southern and Eastern Mediterranean - the culture of change, Marseilles, 6 October 2013, organised in conjunction with the Sixth Euro-Mediterranean Dialogue on Public

	Management 7-9 October 2013;
Marseille Centre for Mediterranean Integration (CMI)	The ETF had a permanent exchange of information with experts from the Centre. ETF was also invited and attended the annual general meeting organised in Marseilles on 18-19 November 2013.
Arab Labour Organisation	The ETF participated as observer in the Arab Labour Organisation 40th annual conference, 15-16, April, Algeria. The high-level meeting was focusing on the theme of “Balanced development and youth aspiration to secure decent work opportunities”.
The Arab Administrative Development Organization (ARADO)	The ETF participated in the 13th conference on the “State of governance and public administration in the Arab countries”, 9-11 December, Amman, Jordan and presented its work on multi-level governance in TVET.
Anna Lindh Forum	The ETF attended and contributed to the Anna Lindh Forum organised in Marseilles on 6-7 April presenting its activities in the Southern Mediterranean region. The Forum representatives contributed to the ETF Policy Leaders’ Forum Marseilles, 6 October 2013.
World Association of Public Employment Services (WAPES)	ETF attended the Winter Policy Forum 2013 and Conference on Long-term unemployment organised by the US State Workforce Agencies (NASWA), the World Association of Public Employment Services (WAPES), and OECD LEED (Local and Economic Employment
ERI SEE	ETF attended the 17th meeting of the ERI SEE Governing Board and Consultative Body, 20-21 March 2013, in Sarajevo. The event was an opportunity for the ERI SEE Governing Board to define possible role of the ERI SEE in the process of development and implementation of the South East Europe 2020 regional growth strategy. The ETF also contributed with interventions during the ERI SEE Stay@school –The challenge we face –Early school leaving and the drop out in SEE”, 11-12 December, Belgrade, Serbia and the ERI SEE-Kulturkontakt Austria regional workshop on “Work Based Learning”, 5-6 December, Vienna

## Annex 6: Cooperation with Cedefop and Eurofound

### 6.1 Cooperation with Cedefop



### Co-operation between the European Training Foundation and Cedefop

#### Progress Report 2013

Cedefop's mission is to support the development of European vocational education and training policies and contribute to their implementation. Cedefop works with the European Commission, the Member States and social partners and responds to their distinct needs as they develop and implement different aspects of European VET policy.

The ETF operates under the framework of the EU's external relations policies and provides support to the European Commission and countries and territories outside the EU that receive assistance through the EU's Enlargement, Neighbourhood and Development and Co-operation policies.

Both Cedefop and the ETF support the European commission in the field of vocational education and training in a lifelong learning context. The respective operations of Cedefop and the ETF are distinguished by distinct mandates established by their Founding Regulations.

The differences in the operational focuses of Cedefop and the ETF are also delineated in the functions that they conduct under their mandates. The ETF carries out activities involving the following key actions: thematic and technical advice in human capital development to EU services (European Commission: DG Education and Culture, DG Enlargement, DG Development and Cooperation, DG Employment, Social Affairs and Inclusion, DG Enterprise and Industry, DG Home Affairs; and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, DCI) in programming and project cycle; policy advice to partner country governments and stakeholders on policy solutions appropriate to the problems they face and capacity building of key actors, including governments, in the field of education and training and employment. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU. Cedefop aims to generate new insights and fill knowledge gaps undertaking strategic research and comparative analyses to support EU objectives in VET, providing policy advice to and raising awareness among stakeholders and the wider public. Cedefop's work aims to: (a) promoting European VET and lifelong learning policy by providing evidence and analysis; and (b) strengthen European cooperation, by supporting Member States to implement common European tools and principles, share policy priorities, and exchange experience.

Without prejudicing the distinctive mandates and functions of either Cedefop or the ETF, the shared focus on vocational education and training offers potential synergies through co-operation. Cedefop offers information and reports on EU experiences that can be useful to guide candidate and neighbouring countries on how they may be able to follow EU trends in education and training during the Enlargement process. Likewise, the ETF's work supports candidate countries during reporting of

progress being made under the Copenhagen process. More generally, Cedefop's work provides a pool of European research on vocational education and training policies that can be partially shared with partner countries and territories.

The potential for the synergies and complementarities is recognised in the Founding Regulations of both agencies. In particular, the ETF's Council Regulation requires the ETF and Cedefop to systematise their co-operation in the framework of a joint annual work programme annexed to their annual work programmes. This report is subsequently provided to the European Parliament as part of their annual reporting processes.

### **Report of ETF – Cedefop Co-operation 2013**

During 2013, the ETF and Cedefop further systematised their co-operation to maximise the benefits for their respective mandates. This resulted in co-operating for the 2013 reporting progress of candidate countries as part of the follow up of the Bruges communiqué on reinforcement of cooperation in VET, in organising a knowledge sharing seminar, collaboration in the area of qualifications development and implementation of the common EU instruments, in skill matching and anticipation.

### **Progress in the implementation of the Bruges communiqué in Candidate countries**

Cedefop and the ETF cooperated in 2013 to update country fiches and deliverable fiches for all participating countries in the implementation of the Bruges communiqué and provide further analysis for the European Commission.

In addition, candidate countries that are involved in the lifelong learning programme (Croatia for the first semester of 2013 and Turkey) participated in the study visit programme of Cedefop on the same basis as Member States.

### **Knowledge Sharing**

In 2013, the ETF and Cedefop conducted one knowledge sharing seminar. The event took place in Thessaloniki on 25 April 2013 and focused on the ETF's work on: a) Croatia and b) work-based learning. The second knowledge sharing seminar was postponed to 2014.

In cooperation with ETF work started to integrate Croatia in ReferNet and in Cedefop's reporting exercise. In June 2013, Cedefop made a presentation at the 'hand-over' conference in Zagreb. Based on a request by the European Commission, Cedefop and ETF jointly prepared the draft for a Spotlight on VET in Croatia on the occasion of its accession to the EU which was disseminated at the DGVT meeting in autumn. ETF participated to the annual Refernet plenary meeting that took place in Thessaloniki on 5 and 6 November 2013. The plenary meeting was preceded by an induction meeting for the new Croatian and Danish partners.

The ETF also participated in Cedefop's workshop 'Apprenticeship: governance modes and financing approaches' that took place in Thessaloniki on 20-21 May 2013.

Cedefop organised with the ETF (also with Eurofound and EU-OSHA) as joint event on 'The European social model, a key driver for competitiveness. The four agencies' contribution', that took place on 25 September 2013 at the European Parliament.

### **Qualifications Development**

As confirmed in the Bruges Communiqué, Cedefop and the ETF have also cooperated to integrate and align their analyses of NQF developments into the world-wide overview of developments prepared in cooperation with UNESCO. Cedefop covered the EU2020 countries, the ETF the partner countries and UNESCO third country developments. The three institutions jointly presented the finding of the report to senior officials preparing the Asia-Europe ministerial meeting (Kuala Lumpur, 12-14 May 2013).

The ETF also contributed to the Cedefop monitoring of national qualifications frameworks development in Europe (covering 36 countries) by providing information on Croatia, Turkey, the former Yugoslav Republic of Macedonia, Montenegro and Serbia.

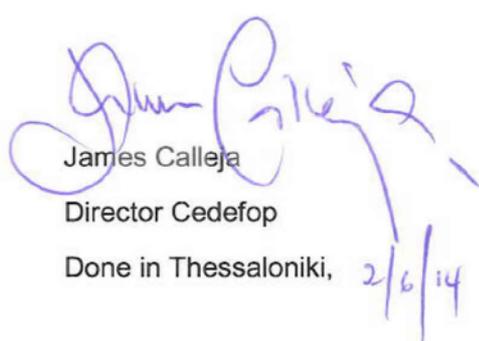
The ETF made a presentation in the Cedefop conference on the “The shift to learning outcomes and its impacts”. The ETF participated in the seminar on the validation of non-formal and informal learning organised by Cedefop and the European Commission under the Irish presidency.

### Skills matching and anticipation

Since 2012 the ETF, the International Labour Organisation (ILO) and Cedefop have decided to pool their expertise and knowledge to prepare a series of guides on methods to anticipate skill needs in the labour market. The guides are intended to provide a comprehensive toolbox to support countries which aim to develop a sound evidence base on skill supply and demand in the labour market. Guides cover methods and topics such as: forecasting and foresight, the sectoral anticipation of skill needs, analysing skills mismatch, employers and enterprise surveys as well as tracer studies of entrants in the labour market. On 4 and 5 July 2013, a seminar with worldwide experts took place in Thessaloniki to discuss the validity and usefulness of the guides which will be published in 2014.

### Administrative Co-operation

In line with the joint work programme for 2013, co-operation also took place at administrative level, when applicable.



James Calleja  
Director Cedefop  
Done in Thessaloniki, 2/6/14



Madlen Serban  
Director ETF  
Done in Turin, 6/6/14

## 6.2 Cooperation with Eurofound

### Background

The ETF and Eurofound (EF) concluded a Collaboration Agreement on 21 November 2007. The objectives stated in the document are the following:

1. Regularly inform each other about analytical work and on-going research so as to establish substantive communication and exchange between EF and ETF staff;
2. Establish direct productive links between their respective projects and activities;
3. Exchange research publications

Some actions were also established:

1. using premises and facilities and working with experts in organising occasional seminars in Turin or Dublin, either as own activity or as a joint activity;
2. The two institutions will alert each other about important upcoming events to which staff of the respective organisations would be invited, as participants or resource persons.

Annually an action plan should be developed, detailing specific projects and action that will be undertaken.

ETF included the annual action plan of cooperation with the EF in the 2013 Work Programme with the following activities:

- Continuous exchange of experiences in the field of governance of VET systems, and in particular on financing of VET systems and social partnership, in the framework of the new project "Governance for Employability in the Mediterranean";
- Exchange of findings of work
- Exchange of draft work programmes prior approval by the respective Administrative Boards;
- Participation in Board meetings

### Implementation

The status of implementation is presented in the table below.

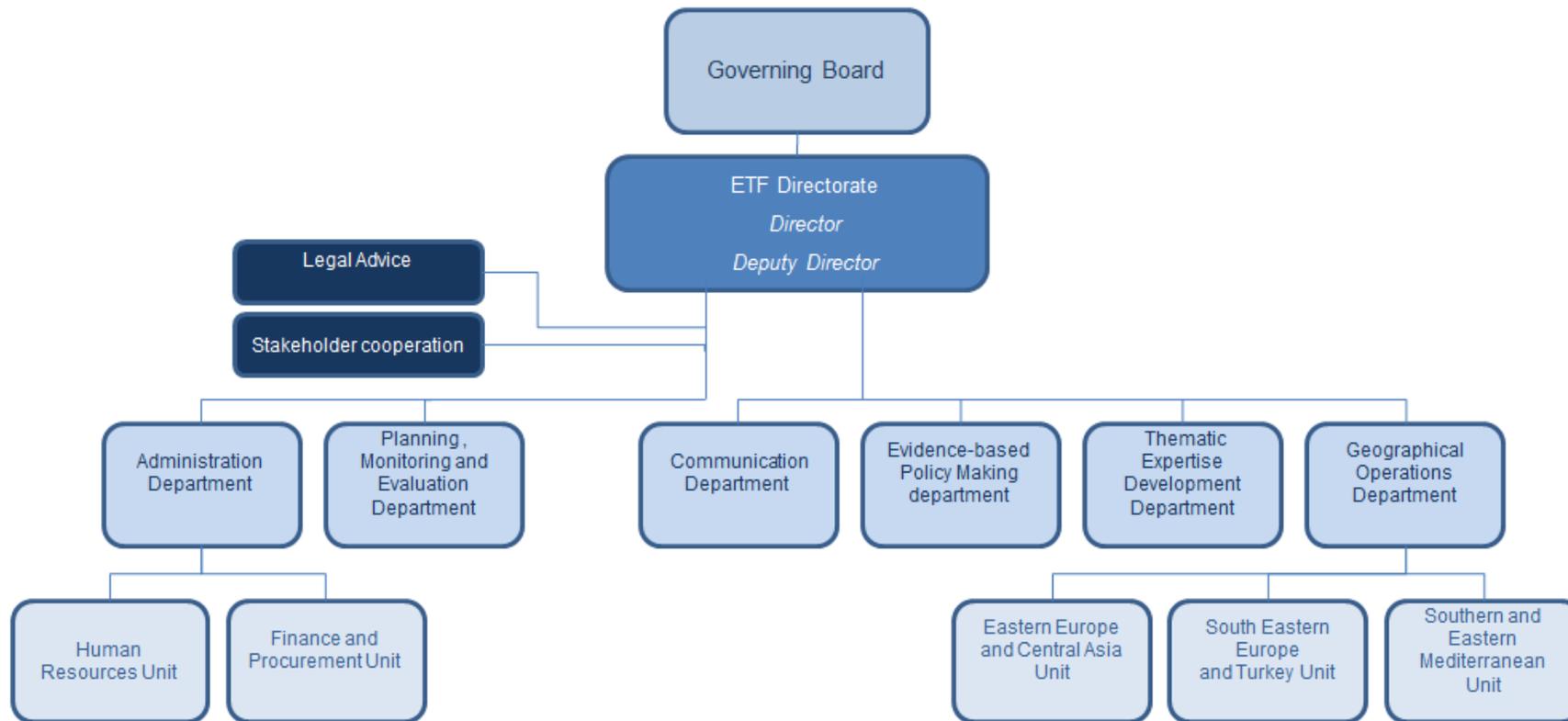
Actions	Activities	Implementation
Involvement in activities carried out by the respective Agency	Continuous exchange of experiences in the field of governance of VET systems, and in particular on financing of VET systems and social partnership, in the framework of the new project "Governance for Employability in the Mediterranean".	EF contributed to the finalisation of methodology relevant for the ETF work within the GEMM project.
Information sharing	<p>Exchange of findings of work</p> <p>EF will share with ETF the findings of the following research projects: the effects of restructuring at regional level youth entrepreneurship migration</p> <p>ETF will share with EF findings from the following: Work based learning Migration and skills Entrepreneurship and enterprise skills And also: country specific information from the IPA geographical group which can be useful for EF's survey work</p> <p>The two Agencies to exchange experience on projects they run on SMEs such as skills, restructuring and social dialogue</p>	<p>Effects of restructuring at regional level" – the project will be finalised with a workshop in February 2014 where the ETF is invited to attend;</p> <p>"Entrepreneurship" contacts with ETF took place in the autumn and information on the progress has been shared. "Migration" the project has not yet been finalised. EF had a particular interest for the countries involved in the ETF project</p> <p>ETF shared with EF: "Work based learning": results from the international workshop organised in September at the ETF; "Migration" reports on Armenia, Georgia and Morocco sent to EF (July 2013) "Entrepreneurship and enterprise skills": Invitation to the Conference and Conference report and book sent to EF (spring 2013). Due to other commitments EF did not participate to the event but the conference report will make an input to the EF research</p> <ul style="list-style-type: none"> <li>• Country specific information has been shared within the context of individual projects (eg GEMM, Migration).</li> <li>• EF shared with ETF the findings of the report "Restructuring in SMEs" (May 2013)</li> </ul>
Organisation of one annual joint meeting with the possibility of organising also tele-conferences	Exchange of draft work programmes prior approval by the respective Administrative Boards	Exchange of respective draft Work Programmes as foreseen (both annual and mid-term perspective) and comments on the various activities Teleconference on 30 August 2013
Participation in Board	ETF: June and November 2013	No participation in the ETF GB meeting. ETF participation in the EF Board to be discussed in a larger

meetings

context with the EF Board members.

## Annex 7: ETF management and organisation

### ETF organisational structure



## Annex 8: 2013 Delegations of Appointing Authority

### LIST OF POWERS DELEGATED

Authorisation for	Delegated to	Subdelegated to
Annual leave & Flexitime Recuperation	Heads of Unit/Department for staff in their Unit/Department	
Special Leave	Heads of Unit/Department for staff in their Unit/Department <sup>1</sup>	
Sick Leave	Heads of Unit/Department for staff in their Unit/Department <sup>2</sup>	
Carry forward of leave in excess of 12 days	Heads of Unit/Department for staff in their Unit/Department for validation of the justification and Head of HR for authorisation	
Compensatory leave	Heads of Unit/Department for staff in their Unit/Department	
Advance on salaries	Head of Administration	
Overtime	Heads of Unit/Department for staff in their Unit/Department <sup>3</sup>	
Training requests	Head of HR Unit for validation, (Delegated) Authorising Officer for approval	
Determination of entitlements	Head of HR Unit	
Determination of grade and step	Head of HR Unit	HR Officer(s)
Determination of place of origin	Head of HR Unit	HR Officer(s)
Certification/Attestations	Head of HR Unit	

## Annex 9: ETF Corporate performance indicators 2013

### ETF RESOURCES MANAGEMENT DIMENSION

ETF corporate performance indicators show the relevance and measurability of its objectives and provide data of how the ETF performs at an aggregated level in relation to its core business and its functioning as an agency of the European Union. ETF corporate performance indicators measure core business efficiency at the level of corporate outputs clustered by functions and specified by subcategories deriving from projects outputs. ETF corporate performance indicators provide the key performance information to enable the organisation and its main stakeholders to understand whether the management of resources is effective and efficient.

### ETF CORE BUSINESS DIMENSION

Indicator	Target N° of outputs/ % target	Achievement 2013 (2012)
1. Measurements of ETF's support to the delivery of Community assistance ( Function 1)	42 / 100%	40 / 95% (36/100%)
1.1 Country reviews and needs analysis 1.2 Support for EC instruments programming 1.3 SWAP support and preparation ( identification, feasibility, financing) 1.4 Project design (identification, feasibility, financing) 1.5 SPSP/Project implementation support and follow-up 1.6 Support to regional policy dialogue		
2. Measurement of ETF contribution to partner countries capacity building (Function 2)	64 / 100%	63 / 98% (67/89%)
2.1 Capacity for policy evidence creation 2.2 Capacity for policy formulation 2.3 Capacity for policy implementation 2.4 Capacity for policy review		
3. Measurement of ETF's provision of policy advice to the partner countries (Function 3)	23 / 100%	20 / 83% (31/115%)
3.1 Comparative analysis 3.2 Country studies 3.3 Thematic studies 3.4 Analytical tools		
4. Measurement of ETF facilitation of dissemination and networking (Function 4)	22 / 100%	21 / 95% (27/113%)
4.1 Specialized publications 4.2 Promoting collaborations and facilitation of dissemination activities/events 4.3 ICT-based dissemination		

Indicator	Target	Achievement 2013 ( 2012)
5. Overall budget commitment	Title 1, 2, 3 (subvention) Title 4 (multiannual earmarked funds) Overall > 98%	99.78% (99.91%) 88.8% (86.9%) 98.8%(99.8%)
6. Overall budget execution (paid/committed)	Title 1, 2, 3 (subvention) Title 4 (multiannual earmarked funds) Overall > 80%	87.11% (86.0%) 36.3% (70.9%) 83.4%(85.9%)
7. Consumption of budget carried forward	Title 2, 3, 4 Title 1, 2 98%	89.3%(91.3%) 84.2%(81.1%)
8. .Building running cost per person		3,297 € per person (not measured in 2012)
9. Compliance index: N° of critical observations from auditing bodies	< 3	0 (0)
10. Staff satisfaction index	70%	74% in 2012 (78% in 2009)

11. % staff with >8 days training	80%	7.1 days (7 days)
12. TA turnover rate (staff left/average actual staff)	8-15%	6.5% (6.6%)
13. Gender ratio	50:50	AD F 60%:M 40% (56%:44%) AST F 80%:M 20% (79%:21%)
14. Environment index (e.g. reduced Carbon emission - reduced % of missions)	3% less than previous year data	393.10 (327.63)

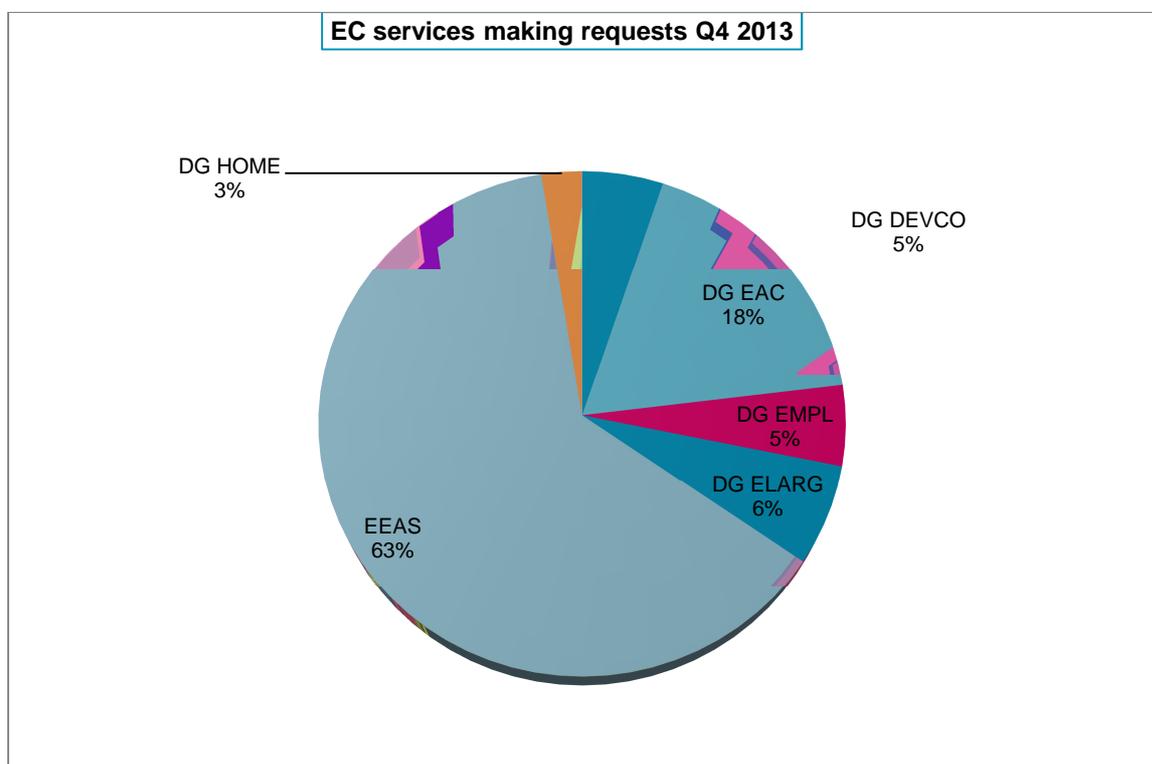
## Annex 10: Direct requests from European Commission/ European External Action Service. Commission requests database

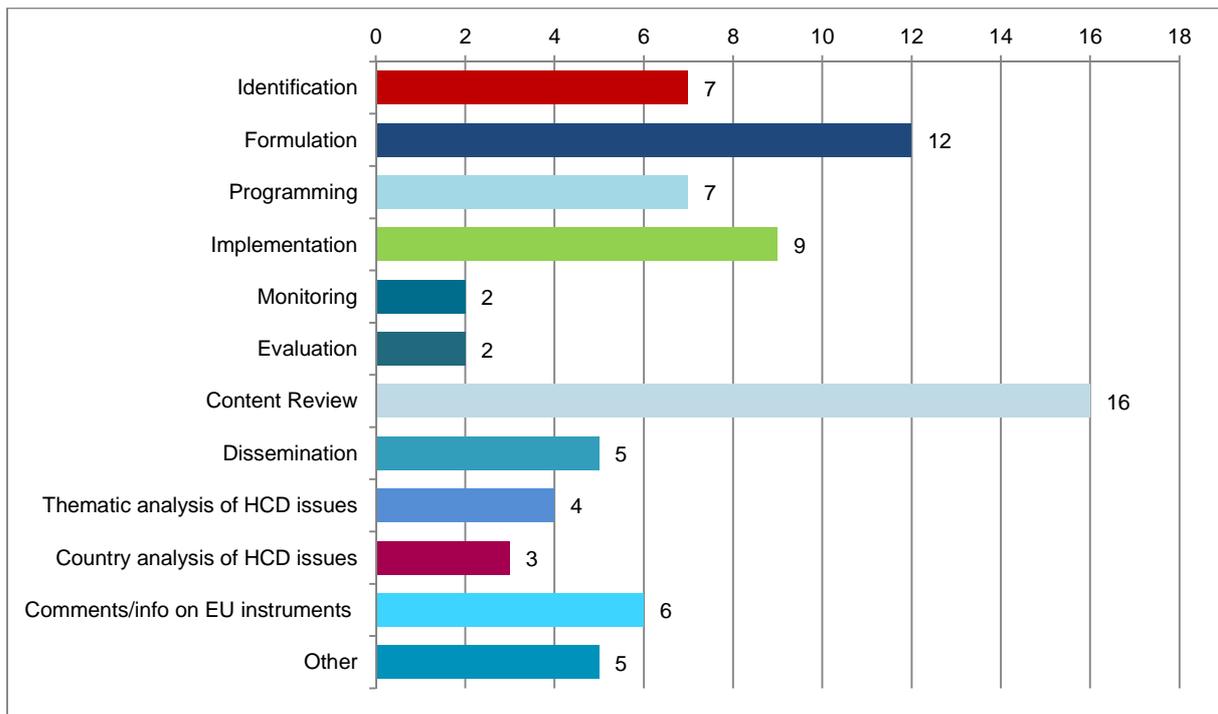
The total number of EU requests ETF had received by the end of Q4 2013 was 78 (a decrease compared to 2012 when the total figure was 107).

The highest number of requestors of ETF services remain the EU Delegations (63%) followed by DG EAC (18%). DG ELARG (6%), DG DEVCO and DG EMPL (5%) and DG HOME (3%).

Most of the EU requests fall under the project cycle and mainly in the area of content review, programming, identification and formulation, with a decrease of thematic requests, country/regional analysis of HCD issues and “other” requests.

The EU requests database has been adapted to allow for the requirements of reporting to the Governing Board on how many of the EU requests were already foreseen in the Work Programme and how many have been received subsequently to the approval of the WP.





Country / Region	
SEET (regional)	3
Bosnia and Herzegovina	1
Croatia	1
Former Yugoslav Republic of Macedonia	1
Kosovo UNSCR 1244	15
Montenegro	1
Turkey	8
SEMED (regional)	6
Algeria	1
Egypt	2
Israel	1
Jordan	4
Lebanon	2
Morocco	4
Tunisia	2
Eastern Europe (regional)	1
Azerbaijan	4
Georgia	1
Moldova	6

Country / Region	
Russia	1
Ukraine	1
Central Asia (regional)	2
Kyrgyz Republic	7
Uzbekistan	1
Tajikistan	2
Total	78

As a part of its quality assurance function, in October 2013, PMED launched a feedback survey on EU requests which had been completed by 29 October 2013. The survey was targeted to 14 EC /EEAS staff who had made 24 formal requests of the ETF. The 24 requests have been chosen as open from 01 January 2013 till early September and already closed with an answer submitted to the requestor.

Regarding the quality of the services provided by the ETF, 50% of the respondents rated the service as “very good”, 50% as “good”, whilst 50% considered ETF products or reports as “very useful” and only 50% as “useful”(the only comment made states that in certain cases the input should be shorter or more concise). EU requests were considered to have been received on time in all cases (100%) and some suggestions were made about ETF focusing more on skill development and “taking into account the sectoral dimension and priority sectors for countries”.

#### List of direct EC requests:

- 12/12/2013, Kosovo under UNSCR 1244, ETF proposed questions and issues to be raised in the discussions between EC and Kosovo Government at the SAPD-INNO SAP Dialogue meeting on Innovation, Information Society, Social Policy meeting (Prishtina, 20-21 Feb 2014)
- 09/12/2013, Jordan, Participation to stakeholder consultation workshop.; Summarising workshop results and drafting the identification fiche together with the Delegation for the new programme on Promoting Employment and Human Resources Development
- 09/12/2013, Jordan, Advise for the scope and modalities of the new Promoting Employment and Human Resources Development Programme: written inputs, comments on draft Action Fiche and Annexes etc.
- 29/10/2013, Kosovo under UNSCR 1244, Feedback on proposed amendment of Higher Education Law
- 22/10/2013, Mediterranean, Input to Chapter 7 - ENP Draft Progress Reports
- 20/10/2013, Central Asia and Eastern Europe, Input Chapter 7: ENP Draft Progress Report
- 20/10/2013, Eastern Europe, Input Chapter 7: ENP Draft Progress Reports
- 11/10/2013, Tunisia, Comments on EU-Tunisian mobility partnership
- 10/10/2013, Morocco, Points on Women Entrepreneurship in Morocco.
- 09/10/2013, Turkey, Comments / Contribution to the Country Strategy Paper - Turkey
- 03/10/2013, Turkey, Comments / recommendations on the OIS of the NQS PROJECT

12. 30/09/2013, Kosovo under UNSCR 1244, Comments on the new Draft Innovation Strategy Kosovo and the draft Law for the Academy of Sciences and Arts of Kosovo
13. 26/09/2013, Jordan, ETF attendance to Jordan workshop on new strategy for the TVET sector
14. 10/09/2013, Algeria, ETF input to Algeria action plan comparison versions EU July 2012 vs ALG July 2013
15. 06/09/2013, Azerbaijan, Comments on ToR for scoping study to identify future assistance in the education sector in Azerbaijan
16. 28/08/2013, Mediterranean, Contribution to the Progress Report on Deauville Declaration
17. 22/08/2013, Tajikistan, Briefing Note for EU-Tajikistan Cooperation Council
18. 07/08/2013, Lebanon, Expert peer review input into strategy paper
19. 24/06/2013, Candidate and potential candidate countries, Comments to all the documents produced within EU/CoE Joint Project "Regional Support for Inclusive Education"- as a Steering Board Member comments provided to the Draft Inception Report
20. 19/06/2013, Kosovo under UNSCR 1244, SAP Dialogue meeting on Innovation - draft conclusions input
21. 10/06/2013, Morocco, Support à la Délégation de l'Union Européenne à Rabat; pour la définition des actions faisables, utiles, et prioritaires sur l'enveloppe d'AT
22. 10/06/2013, Morocco, Comments on TOR
23. 10/06/2013, Morocco, Comments on Terms of Reference
24. 31/05/2013, Croatia, Comments provided to the Teacher training study country report for Croatia
25. 31/05/2013, Kosovo under UNSCR 1244, Comments on the Kosovo Teacher training study country report
26. 17/05/2013, Mediterranean, Information points for EU - Israel sector policy dialogue- June 2013
27. 17/05/2013, Kosovo under UNSCR 1244, Input under the HRD section of Kosovo CSP- request for ETF support to EC team
28. 13/05/2013, Jordan, ETF support to EC and EEAS for the policy dialogue on migration in Jordan: assessment mission on mobility, migration and security dialogue by ETF country manager from 2-5 July, for negotiations and possible input of ETF to the discussions.
29. 08/05/2013, Mediterranean, Description of ETF activities towards Southern Mediterranean young people
30. 11/04/2013, Case study on entrepreneurship promotion through apprenticeship
31. 10/04/2013, Lebanon, Comments on the career guidance strategy at UNRWA
32. 27/03/2013, Algeria, Sous-comité Algérie - agenda annotée EAC pour l'EEAS
33. 15/03/2013, Russia, Briefing ETF and VET in Russian Federation
34. 14/03/2013, Turkey, Information and support for facilitating participation of Turkey in EU platforms and networks

35. 14/03/2013, Kosovo under UNSCR 1244, ETF input to Kosovo Progress Report 2013-specifically in employment and social policies, human and physical capital, movement of persons, training, education and research
36. 08/03/2013, Tunisia, Commenting on guidelines for new actions in the frame of "Programme d'Appui à la Relance II (PAR II)".
37. 05/03/2013, Jordan, Comments to TA for IR JOR employment & TVET reforms, before Steering committee approval on 13.03.13
38. 27/02/2013, Mediterranean, Presentation made by Jose Manuel Galvin Arribas at the "Euro-Mediterranean conference on skills development and social dialogue in textile and clothing industry in the Euro-Mediterranean Area", Malta, 10-11 April 2013
39. 14/02/2013, Revisions to TWG Newsletters (PLA Learning Outcomes)
40. 13/02/2013, Kosovo under UNSCR 1244, ETF Kosovo team comments on essentials of the IPA2011 TWINNING FICHE
41. 13/02/2013, Tajikistan, Briefing note ETF Activities in Tajikistan
42. 11/02/2013, Lebanon, Comments on TORs for career guidance at UNRWA
43. 11/02/2013, Morocco, Support to the EU Delegation in Rabat for the design of a new programme to enhance policy making for VET system, SMEs development and employment generation.
44. 08/02/2013, Kosovo under UNSCR 1244, ETF Kosovo team input to the agenda, policy discussion, final report of the SADP to be organised in Prishtina 30-31 of May 2013
45. 08/02/2013, Note on ETF policy metrics
46. 08/02/2013, Mediterranean, Coordination and implementation of the project " Governance for Employability in the Mediterranean"
47. 06/02/2013, Kosovo under UNSCR 1244, Policy Advice on the VET governance system
48. 23/01/2013, Turkey, Comments on the social inclusion section of the DG EMPL TK Country Notes
49. 22/01/2013, Turkey, Comments to the Turkey country note
50. 10/01/2013, Indicators methodology
51. 10/01/2013, Albania, 2 draft Fact-finding fiches for a) education and b) social policy/ employment
52. 10/01/2013, Albania, Feasibility study to set up multifunctional centres in VET
53. 08/01/2013, Kosovo under UNSCR 1244, Kosovo- EU's Multi-annual Financial Framework (MFF), to be implemented after 2013 by informing an Impact Assessment on the successor instrument to be prepared by the Commission services- ETF expertise input to the DG ELARG CSP for Kosovo: education, social welfare and employment
54. 01/01/2013, Egypt, Assessment of present EU ESPSP (cont).
55. 12/12/2012, Georgia, Inputs in the formulation phase of the project and in particular preparation of the project fiche. First draft of the project fiche for "Building skills and qualifications for active life and employment: continuing support to reinforce VET and employment" delivered on 04/02/2013. Final draft after several revisions with EU Delegation on 13/02/2013. Final version of the document and OK from the EU Delegation on 18/02/2013.

56. 04/12/2012, Entrepreneurial learning peer learning conference participants: agenda, speakers and working methods
57. 23/10/2012 2012 ENP Draft Progress Reports - Input to Chapter 7 - People to people contacts, education and health
58. 10/10/2012, Azerbaijan, ETF Comments on Twinning Concept for VET in Agriculture, in the Draft Concept Azerbaijan 2020 - Open Government and Anticorruption National Action Plans 2012-2015
59. 01/10/2012, Azerbaijan, Draft for educational issues for the 2012 Progress Report
60. 25/09/2012, Ukraine, Skills strategy Note on Ukraine - as a possible priority for the ENI 2014-2020 programming
61. 25/09/2012, Uzbekistan, Participation of Mr Vincent McBride, Senior HCD Specialist, Country Manager for Uzbekistan, and contributing to the discussions of the Regional Seminar "Human Resource management in public HE", Tashkent - focussing on the interaction between VET and HE
62. 14/09/2012, Kyrgyzstan, Expertise for the drafting of the Action Plan for Education Sector Development 2015-17
63. 14/09/2012, Kyrgyzstan, Education sector related input for the next multiannual indicative programme for the Kyrgyz Republic
64. 14/09/2012, Kyrgyzstan, Input to the ToR for the TA component of the SPSP "Support to reform of the Kyrgyz Education Sector 2013-2015"
65. 14/09/2012, Kyrgyzstan, Support to the implementation of the VET-related components of SPSP "Support to reform of the Kyrgyz Education Sector 2013-2015" under Annual Action Programme 2012 (DCI-ASIE/2011/023-373)
66. 06/07/2012, Bosnia, Comments to BiH IPA 2012 Project and Sector Fiches
67. 06/07/2012, Moldova, ETF Contribution to the 10th Meeting of the EU-Moldova Subcommittee Nr. 4 Energy, Environment, Public Health, Transport & Telecommunications, Science & Technology, Training & Education, Brussels
68. 06/07/2012, Morocco, Demande d'appui À l'ETF pour l'instruction du nouveau programme d'appui à l'emploi, la formation professionnelle et aux PME
69. 30/05/2012, Candidate and Potential candidate countries, Comments on concept paper on 'rethinking skills'
70. 10/02/2012, Lebanon, Action fiche
71. 02/02/2012, Central Asia, EU Central Asia Strategy Information Fiche:EU Cooperation in the Field of Education
72. 18/01/2012, Azerbaijan, Implementation report
73. 19/12/2011, Kosovo under UNSCR 1244, ETF expertise in the process of the amendments of the Kosovo Laws on VET and Adult Education.
74. 17/10/2011, Kosovo under UNSCR 1244, ETF is requested to be IPA 2010 Kosovo Teacher Training Project Steering Committee Member: implementation period October 2011- October 2014

75. 11/07/2011, Kosovo under UNSCR 1244, comments on the Kosovo Higher Education QF policy note developed as a follow up of ETF organised two days meetings in May in Turin and followed with the support of the IPA 2008 -Interculturalism and the Bologna Process, An EU funded project managed by the European Commission Liaison Office; Implemented by the Council of Europe
76. 27/05/2011, Moldova, Note on VET in Moldova - focused on policy developments
77. 25/05/2011, Moldova, Project Fiche for VET Technical Assistance
78. 17/05/2011 Areas of possible support for Moldova on VET

## Annex 11: ETF Risk Register and Action Plan 2013 - state of play 31 December 2013

(ETF Risk Framework Areas) / WP 2013 Objectives	Risk no.	Description of potential risk	Inherent risk	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)	State of Play of implementation of actions 31 December 2013
<p>(1. Risks related to the external environment)</p> <p>1.2. To strengthen the capacity of partner countries to develop and apply tools for evidence-based policy making</p> <p>2.3. To disseminate relevant information and encourage exchange of experience and good practice between the partner countries and among the partner countries in human capital development.</p>	ETF-RR-13-01	<p>Disruption in the external environment limits partner country engagement in ETF activities (e.g. Torino process) and leads to failure/delays in achieving related objectives</p> <p>Cause 1) Changing priorities of individual countries - due to either institutional political changes in the country or differences in national agenda results in a limited ownership of the Torino process</p> <p>Cause 2) Changes in EU external policies towards a given country.</p>	High	<p>-Constant follow up of country by ETF managers and project teams (monitoring of activities)</p> <p>-Master matrix built up driving different responses in each country situation;</p> <p>-Use lessons learned;</p> <p>-Continuity in communication both internally and externally;</p> <p>-Adaptation to agenda of specific country;</p> <p>-Dashboard enabling day to day monitoring of project progresses and quarterly reporting to managers;</p> <p>-Communication with EU and GB (cause 2);</p>	Low	The preventive and mitigation actions put in place by the ETF bring the risk to an acceptable level and beyond which the risk is out of ETF control	N.A.
<p>1. To build partner country capacities in analysing and making evidence-based policies in vocational education and training reform (both in initial and continuing VET);</p> <p>2. To support relations, where relevant, between EU internal policies and its external relations policies</p>	ETF-RR-13-02	Political uncertainty leads to difficulties in planning ahead and implementation in partner countries, leading to failures/delays in meeting priority objectives	Medium	<p>-Close monitoring of situation quarterly in particular Q2;</p> <p>-Dashboard enabling day to day monitoring of project progresses and quarterly reporting to managers</p>	Medium	The preventive and mitigation actions put in place by the ETF bring the risk to an acceptable level and beyond which the risk is out of ETF control	N.A.
(2. Risks related to planning, project management processes	ETF-RR-13-	a) Unplanned <sup>46</sup> requests from EC Delegations for the design of large-scale	Medium	Continue to monitor the management of priorities as	Low	The preventive and mitigation actions put	N.A.

<sup>46</sup> Not included in the approved WP

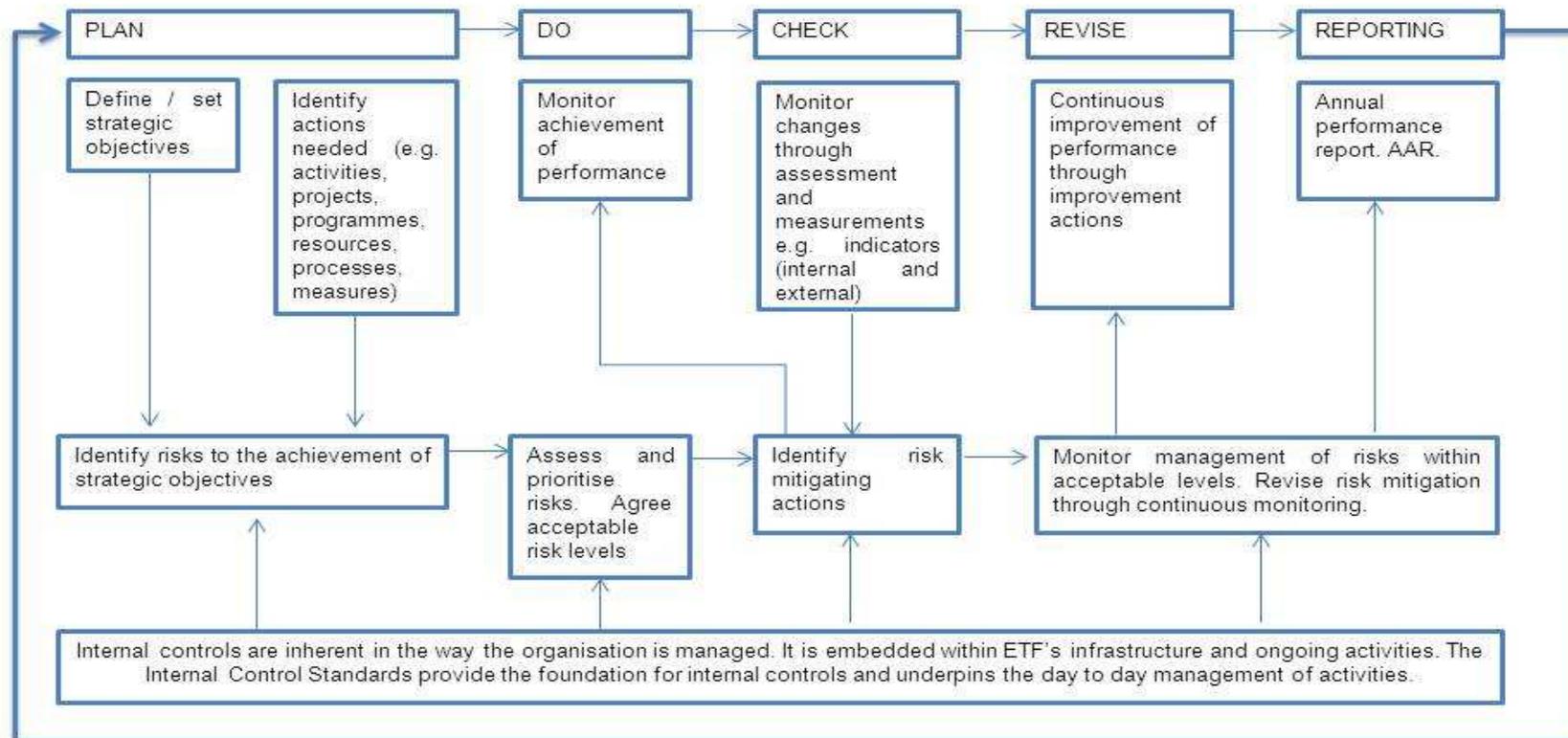
and systems )	03	interventions and input to EU policy dialogue and development leads to overburdened work programmes and priority clashes. b) Increased budget <sup>47</sup> and related activities leads to too many priorities. The above results in increased workload for staff, non-delivery of quality work and objectives and, stakeholder expectations not being met and eventual ETF reputational impact.c) Unplanned corporate priorities leads to the postponement of planned activities		defined in the WP and in relation to the new ones- Adjustment of individual objectives during the year to unplanned requests taking into consideration corporate priorities-Mapping of the EU requests process, and reviewing the EU requests database-Analysis on the number and reasons for cancellations of tender procedures in 2011		in place by the ETF bring the risk to an acceptable level and beyond which the risk is out of ETF control	
(2. Risks related to planning, project management processes and systems)	ETF-RR-13-04	Considering the increased demand for specific expertise in HCD fields in partner countries, the lack of availability of high quality experts may impact the quality of ETF deliverables.	High	<ul style="list-style-type: none"> <li>-Quality controls in place (e.g. quality check on the Terms of Reference and selection criteria)</li> <li>-Training on the selection criteria</li> <li>-Approval of deliverables of ongoing contract instruments</li> <li>-Anticipated planning and increased publicity</li> </ul>	Low	<ul style="list-style-type: none"> <li>-Enlarged market and research</li> <li>-Revision of ETF contractual instruments e.g. improved Terms of Reference</li> <li>-More systematic way of using ETF internal expertise a management of framework contracts</li> </ul>	<p>⇒ Risk has been incorporated in Risk Register WP 2014 (ref. ETF-RR-WP2014-02).</p> <p>Actions implemented in 2013 include:</p> <p>⇒ Tender specifications for new contract for the provision of expertise request that the contractor actively seeks to expand the database of national experts through targeted advertisements in nationally available media and report through the quarterly reports.</p>
(3. Risks related to people and the organisation)  (5. Risks related to communication and information )	ETF-RR-13-05	A wide and evolving range of fields of expertise to be covered (in both operational and administrative activities) and limited staff numbers makes it a challenge to ensure staff competences match needs, particularly in case of staff turnover . This can impact on the quality of ETF deliverables and involves	Medium	<ul style="list-style-type: none"> <li>-Competency framework under revision (core competences revised, competence profile in every job description and in vacancy notices);</li> <li>-Internal Communication policy revised</li> <li>- handover procedure in place-</li> </ul>	Medium	<ul style="list-style-type: none"> <li>-Reinforcement of handover procedure, including management of knowledge transfer (debriefing, coaching);</li> <li>- a more strategic approach to</li> </ul>	<p>⇒Handover procedure (ETF/PROC/28) was revised and approved in January 2013 by Director Decision ETF/13/DEC/001</p> <p>⇒HR inform managers of the last day of service of their staff as soon as end of</p>

<sup>47</sup> In addition to the WP subsidy

		recruitment, staff assignment; learning and development, knowledge management, and handover procedure when key staff/ leave the organisation.		<p>knowledge management team in place</p> <ul style="list-style-type: none"> <li>- Internal mobility policy in place</li> <li>- Learning and development instruments in place (individual training requests, study support scheme, internal temporary assignments);</li> <li>- Annual development plan for all staff;</li> <li>-Recruitment procedure continuously updated to ensure best practice together with training on interview skills and HR quality check on vacancy notices</li> </ul>		<p>recruitment (anticipating needs rather than reacting to departures)</p> <ul style="list-style-type: none"> <li>- review of learning and development framework including enhanced role of managers in development of their staff;</li> <li>-Revision of the ETF Intranet to enhance accessibility and sharing of documents</li> </ul>	<p>service is known by HR</p> <ul style="list-style-type: none"> <li>⇒ Regular discussions take place between managers on staffing needs and recruitment plan take place during monthly AD resource meetings</li> <li>⇒ Revision of Learning and Development Framework is ongoing, it is expected to be finalised by Q2-2014</li> <li>⇒ New ETF intranet launched in September 2013</li> </ul>
(1. Risks related to the external environment )	ETF-RR-13-06	The situation regarding the ETF's premises puts its activities at risk of disruption if the ETF building service contract has not been renewed by July 2012. Indeed the ETF depends on the Condominium for essential services such as heating, water, electricity and partly also building maintenance.	Medium	<ul style="list-style-type: none"> <li>-Close monitoring of situation and contacts with local/ and national Italian authorities;</li> <li>-Involvement of MEPs and GB representatives as adequate;</li> <li>-Possible revision of ETF business continuity plan.</li> </ul>	Medium	The preventive and mitigation actions put in place by ETF bring the risk to an acceptable level and beyond which is out of ETF control	N.A.
(2. Risks related to planning, project management processes and systems)  (3. Risks related to people and the organisation)	ETF-RR-13-07	Limited coordination between units/departments in preparing the departmental work plans can result in incoherency between objectives of different departments. This can give rise to unplanned requests and unexpected changes in priorities, resulting in additional administrative procedures, unmanageable workload, overstressed staff and mistakes	Medium	<ul style="list-style-type: none"> <li>- Coordination role of the newly appointed Deputy Director ( February 2012)</li> <li>- Enhance coordination of planning documents during preparation - Regular management review and assessment of feasibility planned activities during Q</li> <li>- Simplification of mapping of processes</li> </ul>	Low	The preventive and mitigation actions put in place by ETF bring the risk to an acceptable level and beyond which is out of ETF control	N.A.

## Annex 12: ETF Integrated performance management framework (PMF)

### Integrated performance management framework



## Annex 13: 2013 Annual management self-assessment of organisational performance (CAF e-tool)

Criterion (Sub)Criterion	Prioritised improvement actions	Overall assessment level <sup>48</sup>
1. Leadership		
1.1 Provide direction for the organisation by developing its mission, vision and values	<p style="text-align: center;">Action (1) Sub-Criteria 1.1 and 1.3</p> <p>More inclusive and shared leadership approach through further improvement of internal communication and transparency: Organise dissemination and sharing sessions with all staff (cross departmental) chaired by the Director on the ETF mid-term vision. The meetings should aim at a more corporate understanding of what is the contribution of each individual and people to the overall results achievement.</p>	CHECK
1.2 Develop and implement a system for the management of the organisation, performance and change		
1.3 Motivate and support the people in the organisation and act as a role model		
1.4 Manage the relations with politicians and other stakeholders in order to ensure shared responsibility		
2. Strategy and Planning		
2.1 Gather information relating to present and future needs of stakeholders	<p style="text-align: center;">Action (2) Sub Criterion 2.1</p> <p>ETF Management to ensure effective and efficient distribution of tasks/roles between different managers and at different EC levels and thus coordination of missions to Brussels, sharing of mission programmes and mission reports.</p> <p style="text-align: center;">Action (3) Sub-criteria 2.2-2.4</p> <p>As a result of the ETF functional analysis 2014, ETF management to address the issue of smoother management of the matrix organisation to better enable, within ETF remit and scope: - space for innovation notably for efficiency in Administration and effectiveness in Operational experts<sup>1</sup></p>	ACT
2.2 Develop, review and update strategy and planning taking into account the needs of the stakeholders and the available resources		
2.3 Implement strategy and planning in the whole organisation		
2.4 Plan, implement and review modernisation and innovation		

<sup>48</sup> The CAF 2013 e-toll uses the following assessment score: for Criteria 1 to 5 : the organisation is no active in this field or no information is available (0-10); Plan: the organisation has a plan to do it (11-30); Do: the organisation is implementing/doing it (31-50); Check: the organisation check/review if it does the right things in the right way (51-70); Act: on the basis of checking the organisation adjusts if necessary (71-90) and PDCA: everything the organisation does, it plans, it implements, it checks and adjusts regularly in a continuous learning and improvement cycle on this issue. (91-100) and for Criteria 6 to 9 : no results are measured and/or no information is available (0-10); results are measured and show negative trends and/or results do not meet relevant targets (11-30); Results show flat trends and/or some relevant targets are met (31-50); Results show improving trends and/or most of the relevant targets are met (51-70); Results show substantial progress and/or all the relevant targets are met (71-90); Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisation for all the key results are made.

	<p>methodologies;</p> <ul style="list-style-type: none"> <li>- planning and management of available resources;</li> <li>- management of ad hoc requests, and</li> <li>- workload and team compositions;</li> </ul> <p>All the above issues will be regularly discussed at management level during the Q reporting process 2014.</p>	
3. People		
3.1 Plan, manage and improve human resources transparently with regard to strategy and planning	<p>Action (4) Sub-criterion 3.1</p> <p>Management to organise sessions in each unit and department on Work Programme 2014 to identify improvements and set priorities based on a good common understanding of the annual Work Programme and MTP 2014-2017 (see 1). These meetings will also cover HR and project staffing at a cross departmental level and should involve all line managers.</p> <p>Action (5) Sub criterion 3.2</p> <p>New ETF Staff development Strategy to set the ground for a more proactive and systematic approach to staff development, career and development of ETF staff.</p>	CHECK
3.2 Identify, develop and use competencies of the employees aligning individual and organisational goals		
3.3 Involve employees by developing open dialogue and empowerment		
4. Partnerships and Resource		
4.1 Develop and implement key partnership relations	<p>Action (6) Sub-criterion 4.1</p> <p>Management of partnerships: Consolidation of last 3/4 years of work on this dossier and reassure ETF's positioning through prioritisation and increased number of partnership with other relevant organisations active in the field of HCD</p>	CHECK
4.2 Develop and implement partnerships with the citizens/ customers		
4.3 Manage finances		
4.4 Manage information and knowledge		
4.5 Manage technology		
4.6 Manages facilities		

5. Processes		
5.1 Identify, design, manage and improve processes on an ongoing basis	<p>Action (7) Sub-criteria 5.2, 6.1 (below)</p> <p>Improve the development and use of tools to measure actual customer satisfaction in relation to all activities.</p>	CHECK
5.2 Develop and deliver citizen/customer-oriented services and products		
5.3 Innovate processes involving the citizens/ customers		
6. Citizen / Customer-oriented Results (ETF Institutional Governance Stakeholders)		
6.1 Results of citizen/ customer satisfaction measurements	See Action (7) above	Improving trends and / or most relevant targets met
6.2 Indicators of citizen/ customer-oriented measurements		
7. People Results		
7.1 Results of people satisfaction and motivation measurements	<p>Action (8) Sub-criterion 7.1</p> <p>Generating indicators showing the evolving situation of issues related with staff satisfaction and motivation measurements</p>	Improving trends and/or most relevant target met
7.2 Indicators of people results		
8. Society results (ETF Beneficiaries Stakeholders)		
8.1 Results of societal measurements perceived by the stakeholders	<p>Action (9) Sub-criteria 8.1-8.2</p> <p>Continue working on meaningful cost efficient indicators to measure society results and consider extending indicators on added value and complementarity to other donors and international actors.</p>	Improving trends and/or most relevant target met
8.2 Indicators of societal performance established by the organisation		
9. Key performance results		
9.1 External results: outputs and outcomes to goals	Action (10)	Improving trends

9.2 Internal Results

Sub criteria 9.1 and 9.2  
Following the final decision on the Roadmap provisions on Key Performance Indicators (KPI) for Agencies , this will be implemented by the ETF in its ETF Mid Term Perspective.

and/or most relevant target met

## Annex 14: 2013 end of year declaration of assurance in cascade (model)

2014- XXX

### 2013 Declaration by [Sub] Delegated Authorising Officer (S-DAO)

I, the undersigned, [FULL NAME]

In my capacity as Delegated Authorising Officer for the period:

**1 January 2013 – 31 December 2013**

In accordance with Director Decision ETF/12/DEC/002 (issue 3)<sup>49</sup> and with the ETF Charter of Tasks and Responsibilities of Authorising Officers by Delegation,

State that I have reasonable assurance that:

- the resources assigned to the activities delegated under my responsibility have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions<sup>50</sup> including *the provisional nature of operations which might be subject to future clearance of accounts or closure procedures*;
- There have been no known irregularities involving management or employees who have a significant role in internal control or that could have a material effect on the assurance declaration.<sup>51</sup> **(delete if not applicable and report on material/significant reservation)**

This reasonable assurance is based on my own judgement and on the information at my disposal, in particular:

- results of management information gained from daily operations and management supervision activities;
- results of the risk management process and its follow up;
- results of the annual review and management self-assessment of internal control systems and performance management framework<sup>52</sup>
- results of the ex-post audits and controls and their follow up;
- results of ex post evaluations and their follow up;
- observations of the Internal Audit Service and their follow up; and
- lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Place.....

Date.....

Signature.....

49 ETF/12/DEC/002 Issue 3: Delegation of Authorising Officers for Budget Implementation 2013

50 Annex 1 contains budget execution rates, exceptions registered and Direct Agreements related to the respective DAO.

51 ETF/09/DEC/018-issue 2 ETF Policy on materiality criteria to establish reservations in AAR.

52 ETF/12/DEC/010 ETF Performance Management Framework

Enc. Annex 1 budget execution rates, registered exceptions and direct agreements in 2013

The information below relates only to the [Sub] Delegated Authorising Officer for 2013:  
[FULL NAME, HEAD OF XXXX]

Table 1: Budget Execution Rates 2013

Table 2: Exceptions registered in 2013

Table 3: Direct Agreements above € 5,000 concluded in 2013

### Table 1 Budget Execution Rates 2013

A-Commitment consumption rates (C1 and C8<sup>53</sup> final budget) for 2013 by Delegated Authorising Officer

B-Payment consumption rates (C1 and C8) for 2013 by Delegated Authorising Officer

	A Commitment (final budget)	B Payment (final budget)	C In line with achieved outputs, please explain any discrepancies in the budget / changes in 2013
Title 3 C1			
Title 3 C8			
Title 2 C1			
Title 2 C8			

### Table 2 Exceptions registered in 2013

Exception Ref.	Subject	Type of exception	Value (€)
Total Value (€)			

### Table 3 Direct Agreements above € 5,000 concluded in 2013

Contract / Order Form N°	Exception Ref.	Contractor Name	Type of purchase	Value (€)
Total Value				

<sup>53</sup> C1 relates to 2013 funds; C8 relates to funds carried forward from 2013 to 2014

## Annex 15: ETF staffing

### a) Temporary Agents

Function group	Grade	Establishment plan 2013	TAs in post as of 31/12/2013
AD	16		
	15		
	14	1	1
	13	4	
	12	10	7
	11	8	11
	10	3	3
	9	12	14
	8	6	7
	7	15	14
	6	3	
	5		2
Sub-total Function Group AD		62	59
AST	11		
	10	7	2
	9	3	6
	8	5	3
	7	7	7
	6	1	3
	5	6	3
	4	1	4
	3	4	4
	2		1
1			
Sub-total Function Group AST		34	33
TOTAL TA posts		96	92

### b) Contract Agents

Function group	Posts filled in as of 31/12/2013
FGII	11
FGIII	22
FGIV	5
Total	38

### c) Local Agents

Function group	Posts filled in as of 31/12/2013
ALN2	2
Total	2

### d) ETF staffing by nationality

Nationality	Total	Percentage
A	2	2%
AL	1	1%
B	8	6%
BG	2	2%
CY	1	1%
CZ	2	2%
D	7	5%
DK	2	2%
E	7	5%
EE	2	2%
EL	2	2%
F	4	3%
FIN	3	2%
Fyrom	1	1%
GB	9	7%
H	1	1%
I	50	38%
IRL	3	2%
L	1	1%
LV	1	1%
MAR	1	1%
NL	6	5%
P	1	1%
PL	2	2%
RO	7	5%
S	2	2%
TUN	1	1%
TUR	1	1%

Nationality	Total	Percentage
UKR	2	2%
Total	132	100%

#### e) ETF staffing by gender (TA, CA, LA)

	F	M	Total
AD associated level	38	26	64
AST associated level	54	14	68
Total	92	40	132

Managerial positions	F	M	Total
Middle Managers	3	1	4
Senior Managers	2	5	7
Total Managers	5	6	11

#### f) ETF staffing by function

Function	TA	CA	LA	Total
Assistant	1	8	2	11
Senior Assistant	7	14		21
Professional	14	16		30
Senior Professional	10			10
Expert - Junior Specialist	2			2
Expert - Specialist	17			17
Expert - Senior Specialist	25			25
Coordinator	5			5
Middle Manager	4			4
Senior Manager	7			7
Grand Total	92	38	2	132

## Annex 16: Economic outturn and balance sheet 2013

a.	Economic outturn account - Table 1	31/12/2013	31/12/2012
	Operating revenue	20,558,926.53	20,113,135.31
	Administrative and operational expenses	-19,453,096.90	-20,271,206.69
	Non operational activities	-881.56	-126.01
	Outturn for the year	1,104,948.07	-158,197.39
b.	Balance sheet - Table 3	31/12/2013	31/12/2012
	Intangible fixed assets	2,316,868.53	2,293,037.80
	Tangible fixed assets	279,688.00	168,045.00
	Stocks	2,424.37	5,248.93
	Current assets - Short term pre-financing	926,212.28	603,384.75
	Current assets - Short term receivables	383,846.11	110,736.13
	Cash account	7,510,584.77	1,108,937.56
		11,419,624.06	4,289,390.17
	Capital	1,912,975.04	808,026.97
	Provisions for risks and liabilities	0.00	500,000.00
	Provisions for risks and charges	0.00	148,734.50
	Accounts payable	9,506,649.02	2,832,628.70
		11,419,624.06	4,289,390.17
c.	Statement of cash flow - Table 4	31/12/2013	31/12/2012
	Cash at beginning of the year	1,108,937.56	1,461,276.34
	Increase in cash	6,401,647.21	-352,338.78
	Cash at end of the year	7,510,584.77	1,108,937.56
d.	Budget outturn - Table 6	31/12/2013	31/12/2012
	Revenues	22,004,048.99	20,173,484.56
	Expenditures	-22,005,753.49	-20,613,480.23
	Outturn for the year	-1,704.50	-439,995.67
	Adjustment for carry forward from previous years	75,354.86	459,895.02
	Appropriations carried forward and cancelled	125,795.46	105,457.23
	Exchange gains/losses	17.35	12.08
	Balance for the financial year	199,463.17	125,368.66
	Balance carried over from previous year	125,368.66	117,686.58
	Amount reimbursed to the EC	-125,368.66	-117,686.58
	<b>Total amount to be reimbursed to EC</b>	<b>199,463.17</b>	<b>125,368.66</b>

## Annex 17: ETF compliance with the payment time-limits and on the suspension of the time-limits

Maximum payment time (Days)	Total number of payments	No of payments within time limit	Percentage	Average payment time (days)	No of late payments	Percentage	Average payment time (Days)
10	45	19	42.22 %	6.9	26	57.78 %	42.8
30	640	547	85.47 %	16.9	93	14.53 %	54.1
45	613	521	84.99 %	26.6	92	15.01 %	53.0
60	33	32	96.97 %	20.5	1	3.03 %	67.0
Total no of payments	1331	1119	84.07 %		212	15.93 %	
Average payment time	26.29226146			21.4			52.3
Suspensions							
Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments	% of total amount	Total paid amount
0	36	168.	12.62 %	1,331.	1,379,009.41	17.48 %	7,889,497.68
Late Interest paid in 2013							
Agency	GL Account	Description				Amount (€)	
ETF	65010000	Interest expense on late payment of charges				202.03	