



Evaluation of ETF'S Contribution to Romania's Accession Process to the European Union

ETF activities in Romania placed within the general context of HUMAN Resources Development and Vocational Education and Training and Labour market reforms in Romania during the period 1996-2006.

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The Evaluation Partnership & Gruppo Soges are the contractors of this evaluation. Two EU experts, Mr Ton Farla (team leader), Mr Ali Dastgeer (international expert) and two Romanian experts, Mrs Liliana Lucaciu (local expert 1) and Mrs Stela Andrei (local expert 2) comprised the external evaluation team and prepared this report.

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The Evaluation Partnership



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The team would like to thank the staff of ETF for their open and constructive approach to the questions and challenges we have posed to them, and for the practical assistance they have provided to us by making available project information, annual work programmes, activity plans, mission reports, budgetary data, project documents and other relevant information and documentation. Moreover, ETF supported the evaluation team in compiling a list of stakeholders and experts it had worked with during the period 1995-2006.

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LIST OF ABBREVIATIONS

ACC	Acceding and Candidate Countries
Cedefop	European Centre for the Development of Vocational Training
CEEMAN	Central and Eastern European Management Development Association
CVT	Continuing Vocational Training
DG EAC	Directorate General for Education and Culture
DG Empl.	Directorate General for Employment
DG Enlar.	Directorate General for Enlargement
DG Relex	Directorate for External Relations
EC	European Commission
ESF	European Social Fund
ETF	European Training Foundation
ET	Evaluation Team
EU	European Union
EURYDICE	Information network on education in Europe
HRD	Human Resource Development
IB	Institution Building
ILO	International Labour Organization
IVET	Initial Vocational Education and Training
JAP	Joint Assessment Paper
LDC	Local Development Committee
LLL	Life Long Learning
LM	Labour Market
MS	Member States
NAE	National Agency for Employment
NAPE	National Action Plan for Employment
NCTVETD	National Centre for Technical and Vocational Education and Training Development
MoER	Ministry of Education and Research
MoLSSF	Ministry of Labour, Social Solidarity and Family
NTI	National Training Institute
OECD	Organisation for Economic Cooperation and Development
PCM	Project Cycle Management
Phare	European Community programme to assist the East European Countries in their preparation to join the European Union

PMU	Project Management Unit
RNO	Romanian National Observatory
SME	Small & Medium Sized Enterprise
SPP-ESF	Phare Special Preparatory Programme for the European Social Fund
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
VET	Vocational Education and Training
WP	Work programme

RELEVANCE, ADDED VALUE, EFFECTIVENESS AND IMPACT

This section seeks to define the four categories used in this evaluation:

Relevance:

The extent to which the intervention's objectives are consistent with beneficiaries' requirements, partners' needs and priorities and the European Commission policies. As such it relates to the original design of the projects and activities as well as to adjustments made in response to changing circumstances (e.g. in politics, policy, institutional, economic, social and environmental setting). It also seeks to ascertain if programme implementation was flexible enough to adapt to problems and challenges faced.

Added value:

The extent to which the setup of ETF as an Agency (specialised expertise, know-how, stakeholder involvement, networks and flexibility) delivering its services and activities benefited the VET reform and accession of Romania to the European Union. Simply, to what extent do the stakeholders perceive an added-value of the ETF.

Effectiveness:

The extent to which the intervention's objectives are achieved, taking into account their relative importance. What difference has the programme made? Measured by how much the intended beneficiaries actually benefited from the programmes, products or services; assessing the extent to which the programme's results were achieved or their potential benefits were realised. Simply, did the results achieve the programme's objective?

Impact:

The positive and negative, primary and secondary long-term effects produced by the intervention, directly or indirectly, intended or unintended. Assessing the extent to which benefits received by direct beneficiaries had a wider overall effect and, on a wider scale, in the sector, the region or the country. It addresses the relationship between the project purpose and the overall objective. Such analysis also takes into consideration that the project is one of a number of influences contributing to the wider outcome.

1. EXECUTIVE SUMMARY

1.1. PURPOSE OF THE EVALUATION

- S1 The aim of the evaluation is to provide ETF with an objective assessment of its activities in terms of relevance, added value, effectiveness and impact as regards Romania's system level HRD reform. The evaluation addresses the adoption of education, training and related employment policies and soft *acquis* within the overall process of EU integration.

The evaluation focuses on the period 2001-2006 and in particular on ETF's contribution to the Romanian accession process. The recommendations aim at further improving ETF current and future contributions in other acceding countries.

1.2. BACKGROUND OF THE EVALUATION

- S2 The draft final report was prepared in accordance with the requirements of Framework Contract CON/06/ETF/0031/32/33, assignment number 2 project number WP06-73-02 between the Evaluation Partnership and the European Training Foundation. An objective assessment of ETF activities in terms of relevance, added value, effectiveness and impact as regards Romania's system level HRD reform and adoption of education, training and related employment policies and soft *acquis* within the overall process of EU integration was conducted. (The Terms of Reference can be found in Annex 1).
- S3 ETF worked in Romania from 1995 when ETF started to manage some larger scale EC Phare VET programmes there. Since 2001, ETF has supported the EC project cycle in Vocational Education and Training (VET) and Labour Market (LM) related programmes. It also implemented some of its own information and analysis, capacity building and networking projects in Romania aiming at facilitating the accession process in the field of education and training and related employment policies.
- S4 The ETF's role in the process of accession preparation in Romania as regards human resources development ended the final stage in 2006 with accession of Romania to the EU in January 2007. Prior to that, the ETF had provided support to the European Commission for a rapidly increasing number of requests in Romania and support to the Phare project cycle focussed on the design, monitoring and evaluation of HRD programmes, CVT twinning, and ESF preparations.

1.3. METHODOLOGY

- S5 In line with the TOR, four key evaluation criteria are applied to the assessment of ETF interventions at the country level: relevance, added value, effectiveness and impact. The ET collected and analysed documentation and data on ETF activities in Romania, including budgetary data, mission reports, project documents, ETF publications and other relevant documentation. One visit was made to Turin from 7-9 of March during which eight ETF staff were interviewed who previously dealt or are currently dealing with Romania.
- S6 During the implementation phase, a series of interviews were conducted with key stakeholders in Romania and staff of DG Enlargement, DG Employment and the EC Delegation. In line with the ETF's decision, no interview took place with staff of DG Education and Culture. Before the interviews took place, questionnaires were sent to EC staff and the main Romanian stakeholders with the request to return these to the ET. All interviewees have been willing and helpful contributors. The ET decided in consultation with the ETF to include three case studies of typical projects in the areas of policy advice, information provision and capacity building.
- S7 The analytical phase of the project consisted of two parts: (1) An overall assessment providing a broader view of the ETF activities in the country and (2) an assessment of individual projects and initiatives in the concerned period. The analysis has given particular attention to the impact of ETF's role, activities and presence in Romania.

1.4. SUMMARY OF THE MAIN FINDINGS

1.4.1 EVALUATION OF THE INDIVIDUAL PROJECTS

- S8. The evaluation dealt with 10 different accumulated interventions or activities. Each individual project was assessed separately according to the four evaluation criteria. The evaluation was carried out on the basis of: project documentation and materials available, evaluation and monitoring reports, information collected during the interviews with ETF, Romanian stakeholders and Commission services, information collected via telephonic interviews (e.g. with Cedefop) and other background material and publications.
- S9. The ETF projects have been consistent with EC and national authorities' priorities, policies and strategies in Romania as a candidate country. Ninety (90%) percent of the interviewees and those who responded to the structured questionnaires stated that ETF activities complemented the work already undertaken by the government or other donors including that of the World Bank. Respondents confirmed that ETF's activities

- are planned and designed in co-operation with the Commission services and the Romanian ministries.
- S10. Over half (52%) of the respondents felt that ETF projects and activities had assisted in the accession of Romania to the EU, while 43% stated that these had assisted to some extent. The respondents stated that the ETF acted as a link between EU policies and national developments in IVET and CVET, streamlining developments and policies through advice and projects, and through continuing assistance of the country managers.
 - S11. Some studies have been quite effective in being accepted by the Romanian authorities. A large number (86%) of respondents stated they had found the various studies and reports on Romania produced by or with the assistance of ETF very useful and the remaining 14% found them to be somewhat useful. It was stated that the studies and reports enabled tracking of the country's progress in VET and policy developments, influenced policy making, assisted in the development of the VET system with the involvement of the social partners and provided a better knowledge of the external environment.
 - S12. The Country Monograph for example underlined the existing problems in VET in Romania and proposed solutions. However, in this successful achievement as in many other cases, ETF has not been able to document and publicise such successful outcomes and impacts.
 - S13. Stakeholders and social partners, involved in the ETF supported project or activities improved their level of understanding, expertise and willingness to cooperate because of such involvement. Examples mentioned included the capacity building of sectoral committees, implementing a National Qualifications Framework and linking the labour market to VET supply. It was noted that the establishment and maintenance of inter-institutional dialogue was very important to have the reform measures endorsed by the decision makers.
 - S14. The results of the evaluations of individual projects are combined in a summary table that gives an overview of all the interventions versus the evaluation criteria (the table can be found in paragraph 5.1)

1.4.2. THE OVERALL EVALUATION

- S15. The overall conclusion is that the work of the ETF in Romania has been relevant with respect to the Romanian VET reform process, national priorities, EU policies and the contribution to Romania's accession process to the European Union. ETF acted as a link between EU policies and national developments in IVET and CVET, streamlining developments and policies through advice, projects and continuing assistance of the

country managers. ETF covered areas that could not be supported by the Phare assistance or for which the right expertise could not be found elsewhere.

- S16. An overwhelming 95% of the main stakeholders participating in the survey agreed that ETF has made a significant contribution to the VET reform and Romanian accession progress. Examples of contributions according to respondents included the Phare VET programmes aimed at reforming the initial VET system in Romania, CVT reforms, national strategies and programmes concerned with human resource development, accreditation of training providers and recent policies in apprenticeship training. All respondents agreed that ETF had performed well as a provider of support to the EC covering the Phare project cycle, JAP monitoring and implementation of the goals of the Copenhagen process.
- S17. Just under 40% of respondents felt that ETF-supported activities had an impact on changes at the policy level i.e. reformation of VET policy development in line with EU *acquis*. Others did not feel so strongly, stating that ETF could not have contributed in a decisive manner to Romania's accession as there were many other factors involved. They also stated that the influence of ETF activities in the spheres mentioned above was limited due to the magnitude of the activities or the amount of resources ETF had in relation to the context and in relation to other actors or because it was too early to estimate impact.
- S18. ETF support in Romania has been effective because of the fact that ETF task managers built a long lasting partnership with key stakeholders inside the country, acquired an in-depth knowledge of local needs, responded effectively and targeted requests from the Romanian stakeholders and EU Delegation. Social partnerships were intensified and stakeholders brought together in an institutional manner, for example in the form of sectoral committees; ETF contributed to the evaluation of national soft *acquis* initiatives such as the Lisbon strategy and National Qualifications Framework; and also in capacity building in the area of ESF-type programmes' evaluation.
- S19. The way relevant documentation and financial figures were collected and stored by ETF until the year 2004 do not appear to be adequate for a centre of expertise which is responsible to carry out interventions of the dimensions and the duration experienced in acceding countries like Romania. The information on activities and projects implemented is not presented to the same degree of detail or in comparable formats and financial information is presented in a different manner across the years. Not all projects are defined in terms of outputs; outcomes and the approach vary from one year to another and ETF did not systematically evaluate all projects. Because of the above mentioned difficulties, the ET was forced to base its comments to a great extent on qualitative information gathered through the interviews.

1.5. SUMMARY OF THE MAIN CONCLUSIONS OF THE OVERALL EVALUATION

Relevance of activities	Conclusion
<p>1 To what extent have ETF activities been consistent with EC and national authorities' priorities, policies and strategy in Romania as a candidate country?</p>	<p>ETF activities were designed, planned and developed in close relation with the agenda & priorities of key stakeholders in education, training and the labour market to match the priorities of the Commission and country's needs and level of development keeping in view accession.</p>
Value-added of ETF support	Conclusion
<p>2 To what extent has ETF contributed to the improvement of information analysis concerning VET and VET related labour market issues?</p>	<p>ETF's role as a provider of technical expertise in the specific fields related to HRD, in particular VET and employment policies has been crucial to the Commission's work on programming financial assistance to Romania. According to Commission services, ETF covered areas that could not be supported by the Phare assistance or for which the right expertise could not be found elsewhere.</p>
Effectiveness of ETF support	Conclusion
<p>3 To what extent has ETF contributed to the VET and related LM reforms</p>	<p>ETF support in Romania has been effective because of the fact that ETF task managers built a long lasting partnership with key stakeholders inside the country, acquired an in-depth knowledge of local needs, responded effectively and targeted requests from the Romanian stakeholders and EU Delegation. ETF contributed to Phare VET programmes, VET system (IVT/CVT) reform, HR national strategies and programmes. However, ETF has not been able to document and publicise successful outcomes and impacts.</p>
The impact of ETF role and activities	Conclusion
<p>4 Are there any new VET policies and strategies developed resulting from the VET projects?</p>	<p>Just under 40% of respondents felt that ETF activities led to change at the policy level i.e. VET policy development in line with EU <i>aquis</i>. Another 48% felt that ETF was somewhat responsible for changes at the policy level. ETF influence was limited due to the magnitude of the activities, the amount of resources and because other factors are of influence.</p>

5	ETF staff capacities	Conclusion
	Do ETF staff demonstrate VET and labour market expertise, local knowledge and research capacity	ETF's main strengths are perceived by its stakeholders to lie in a package of VET and LM expertise that includes networking and facilitation, continuity of expertise, local knowledge and good administration skills. It is for these strengths that ETF is most valued, rather than for its purely technical VET expertise.

1.6. SUMMARY OF THE MAIN RECOMMENDATIONS OF THE OVERALL EVALUATION

Relevance of activities	Recommendation
To what extent have ETF activities been consistent with EC and national authorities' priorities, policies and strategy in Romania as a candidate country?	<p>The ET recommends the ETF to strengthen its institutional relation with the Commission services. Better coordination and more awareness on an organisational level on how ETF could contribute to programming and the accession processes would strengthen ETF's position and credibility as an expertise institute rather than as a provider of services at individual staff level.</p> <p>ETF should further strengthen its relation with the labour market. A thorough SWOT analysis of social partners should in future be undertaken and appropriate preparatory steps including sensitization and their awareness raising should be carried out before implementation of main activities with them. Social partners may need guidance on how to develop or reform the structures that represent them at the national and local levels, and this will require time.</p>
Value-added of ETF support	Recommendation
To what extent has ETF contributed to the improvement of information analysis concerning VET and VET related labour market issues?	<p>ETF should emphasise its true comparative advantages better in the development and promotion of its expertise as an EU agency specialized in VET. Better marketing and more institutional presence of ETF in the partner countries will strengthen the position of the ETF as a centre of expertise in the field of VET and LM.</p> <p>ETF's capacity to produce specialist reports based upon both the Romanian National Observatory (RNO) and EU expertise has been successful and should serve as a model of good experience in developing analytical capacity building and networking to support the reform</p>

and accession process.

Romania, as a new member state, is very interested to cooperate and share its experience with the countries from the West Balkans and from the region of the Black Sea. The ETF could offer real support for this as the real added value of ETF lies in its capacity of providing tailored support and transmitting experience on VET and LM areas related to reform and accession.

Effectiveness of ETF support

Recommendation

To what extent has ETF contributed to the VET and related LM reforms

ETF support in Romania has been effective because ETF task managers built long lasting contacts and partnerships with their counter parts, acquired an in-depth knowledge of the local needs, responded effectively, and targeted requests from the Romanian stakeholders and EU Delegation. ETF may consider housing the country managers within the countries for which they are responsible thus improving effectiveness & coordination. Locally based staff would be able to respond to local stakeholders' needs more quickly and would have more time to understand the national context, build linkages and bond with national stakeholders and other donors.

While designing new interventions, ETF has to be more realistic in finding the balance between resources available and planned outcomes, to build the activities along better-estimated time schedules

The impact of ETF role and activities

Recommendation

Are there any new VET policies and strategies developed resulting from the VET projects?

The ET recommends ETF to mobilise specialist staffs in policy related fields able to negotiate at policy level in countries in the reform or accession process. Currently, ETF staffs are more involved in providing direct technical support in VET and LM areas and less involved in direct policy development.

Impact could increase if ETF documents its success stories better and disseminates them widely; both as a publicity tool and as a learning device for others. It appears that currently certain essential material has limited circulation beyond those ETF directly interacted with and is less known. In the future, dissemination has to be targeted not only at the key involved ministries but also at a broader range of VET related institutions and NGOs.

ETF documentation should coherently demonstrate how its various activities have led to the achievement of any given objective. They should be written in an entertaining and concise manner; aimed at new clients as well as institutions and individuals in current member states. The documentation and dissemination should be an integral part of a marketing strategy that would give great attention to how ETF can best play its role as a catalyst and policy adviser.

ETF staff capacities	Recommendation
Do ETF staff demonstrate VET and labour market expertise, local knowledge, research and management capacity.	<p>ETF could more effectively mobilise staff specialising in particular expertise or policy areas. For management, the ET recommends ETF managers use more rigorous project cycle guidelines based upon the logical framework as a primary set of project design and management tools, as these are meant to support national authorities, stakeholders and other organisations who are engaged in design and delivery of EU supported projects. This will ensure a more systematic and standardised approach.</p> <p>Accepting ETF limited resources, ETF should actively pursue opportunities for cooperation with the international donor community as part of the strategy to promote ETF as a centre of expertise to other bodies, and as a means of building the expertise of its staff and the organisation as a whole and to seek additional funding to increase its resources. Care should be taken to ensure that the Commission services are aware of such cooperation, and that a clear dividing line is maintained between ETF's 'centre of expertise' role, and the Commission's lead role in negotiating areas for donor cooperation.</p>

2. INTRODUCTION

2.1. OVERVIEW OF ETF ACTIVITIES IN ROMANIA

S29 Established in Turin, Italy, in 1994, the European Training Foundation (ETF) assists its 30 partner countries in developing high quality systems for human resources development. The ETF's role is to share expertise and advice on policies in education and training across regions and cultures. Working on behalf of the European Union, the ETF helps its partner countries to develop people's skills and knowledge to promote better living conditions, active citizenship and democratic societies that respect human rights and cultural diversity.

S30. ETF has worked in Romania since 1995 when ETF started to manage some larger scale EC Phare VET programmes in Romania. Since 2001 ETF supports the EC project cycle in VET and LM related programmes and also implements some of its own information and analysis, capacity building and networking projects aiming at facilitating the accession process in the field of education and training, and related employment policies. ETF has aimed to contribute to this process at several levels: (1) Policy development support, administrative and organisational capacity building; (2) Stakeholder cooperation, social dialogue and participatory approaches; (3) Soft *acquis* such as Lisbon strategy, qualifications framework, sectoral approaches with social partners and European Social Fund preparation

S31. The current evaluation covers the period 1995-2006. Within this timeframe, the ETF activities can be divided into two different periods: namely 1995-2000 and 2001-2006. In the first period, ETF had been charged with the function of promoting systemic reform, and did so from 1995 by way of project and programme management, analyses and assessments, as well as through information provision and dissemination, thematic seminars, targeted training courses and the provision of advice to decision-makers, mainly representatives of ministries and the social partners. The ETF mission, as stated in the annual reports of the earlier years (1998 – 2000), was to support the reform of vocational education, training and management training in partner countries playing a two fold role:

- as a contributor in programme management in design, implementation, monitoring, evaluation and dissemination
- as a centre of expertise providing analysis and advice on current initiatives and future needs, facilitating contacts between key actors in the VET field, dissemination of information of best practice and facilitating offers of cooperation from donors.

S32. The focus of ETF changed in time, reducing its role in programme management in favour of an analytical and advisory role. Since 2001, ETF has supported the EC project cycle in VET and LM related programmes. It also implemented some of its own information and analysis, capacity building and networking projects in Romania aiming

at facilitating the accession process in the field of education and training and related employment policies.

- S33. The activities of ETF were either parts of projects, individual missions and events or operational activities of the National Observatory. In practice, ETF provided support in the following three categories of activities:
- a) Support to the European Commission covering: the Phare project cycle, JAP monitoring, facilitation of exchange of knowledge, good practice and experience with EU Member States, dissemination of the Copenhagen Process and peer reviews of VET policy implementation
 - b) Provision of information, analysis and capacity building: setting up and support of a National Observatory network, country reviews and enhancing ability to implement and evaluate ESF
 - c) Development projects, innovation and learning covering: cooperation activities with Cedefop, awareness raising activities and joint projects.

2.2. THE VET CONTEXT IN ROMANIA

- S34. After the collapse of the communist regime, along with other effects on the Romanian economy appeared the first signs that the existing VET system could not respond to the labour market requirements generated by the transition to a market economy. Training in enterprises diminished, training infrastructure disappeared together with the large enterprises closing one after another and separating from the schools that they used to be linked with. The interest in VET quickly decreased while the interest for higher education increased facilitated by the growth and development of private higher education provision.
- S35. In the first years of the nineties, the Governments addressed the VET system problems by introducing new structures such as post-high school studies, diversification of school and professional pathways in secondary and higher education, recognition of an unemployed category and facilitation for its professional reinsertion, and reforms in higher education targeting quality increase. The first Employment and Development Phare project was implemented (PAEM – Active Employment Measures Programme). The year 1995 marked the passage to a new and more consistent approach to VET system development.
- S36. The Romanian candidature to the EU strengthened the need of addressing the major problems of the system and offered at the same time opportunities for Romanian institutions to receive technical and financial assistance for implementation. The major problems faced were the rapid changes in skill demands, traditional employment decline and the over-centralisation in traditional TVET management that has at times restricted flexibility to change and in scarcity to invest in VET.

During 1995, the first major reform of the initial VET system in Romania started based on the Phare project VET 94.05. The project focused on TVET schools (professional and post-high schools) with limited bearing on apprenticeship and industrial high schools. In the same year, the Education Act was adopted stating education as a national priority and apprenticeship schools were included in the system as a form of vocational training. The Phare programme has helped to establish local and regional structures, involving social partners and assisted in the development of employment related training and education.

- S37. Romania's anticipated accession to the European Union increased the political will and determination within the country to reform the educational system. The situation of the VET system in Romania at the beginning of 2001 coincided with the strategic development directions in the field of VET at European level and created a new approach to education reform from a different perspective. The Romanian education policy from 2001-2004 aimed at systemic reform with priority to quality, equity and efficiency. Furthermore, the policy aimed at continuing reform through the capitalisation on the results accomplished until then and assurance of the necessary stability for achieving the established objectives by 2010. Amongst other things, the VET reform has led to an increase of the relevance of VET, modernising of the delivery of training, transferability and flexibility of VET courses closer links with the labour market and forecasting the future needs of employers. New VET courses have been promoted to increase enrolment and pathways of qualifications are created to retain students at level 3 and beyond.
- S38. The National Action Plan for Employment (NAPE) provided a set of policies to sustain lifelong learning. The NAPE emphasised short and medium-term measures to increase employment, decrease unemployment, to assist lifelong learning and to increase labour market effectiveness. The goal is to adapt more rapidly to economic changes and to ensure better access to the labour market, while avoiding discrimination and social exclusion. These measures have been translated into legislation with the new Employment Law (*Law 76/2002*), which was approved shortly before the NAPE. The law gives more importance to active labour market measures (ALMM) and strengthens the ability of the Public Employment Service (PES) to use them effectively.
- S39. Recent developments in VET in Romania have created a system and structure that attempt to reflect European best practise and principles but which are not yet fully embedded across the country. The improvements in VET towards better meeting the needs of the Romanian labour market will contribute to Romania's development and growth. A large number of high-quality materials including training standards, curriculum modules, locally developed curricula and individual learning packages are now available. However there is still potential for improvement, for example in the extent of the involvement of and consultation with social partners. In the main, the system has now most of the policies, procedures, and forms of organisation, but within the culture of the system there is still a good deal of adaptation to take place. A broad national concept of life-long and life-wide learning and a joint vision of Romanian workforce development over the next 5-10 years are still lacking.

2.3. PURPOSE OF THE EVALUATION

S40. The aim of the evaluation is to provide ETF with an objective assessment of its activities in terms of relevance, added value, effectiveness and impact as regards Romania's system level HRD reform. The evaluation addresses the adoption of education, training and related employment policies and soft *acquis* within the overall process of EU integration.

S41. The evaluation focuses on the period 1996-2006, in particular on ETF's contribution to the Romanian accession process. The recommendations aim at further improving ETF current and future contributions in other acceding countries.

3. METHODOLOGY

3.1. OVERVIEW

- S42. The ET conducted the evaluation in three phases. (1) An inception phase included deskwork and interviews with concerned ETF staff. (2) An implementation phase in which the ET continued deskwork and conducted interviews with the main Romanian Stakeholders and representatives of the Commission in Brussels. (3) An analytical phase in which the ET analysed and synthesised the findings from the deskwork and interviews in the final report.
- S43. The ET collected and analysed documentation and data on ETF activities in Romania, including budgetary data, mission reports, project documents, ETF publications and other relevant documentation. Based upon the analysis, the ET compiled a narrative report of ETF activities in Romania placed within the general context of HRD/VET and LM reforms in Romania during the period 1996-2006.
- S44. One visit was made to Turin from 7-9 of March during which eight ETF staff were interviewed who previously dealt or are currently dealing with Romania. The ET made a short presentation in a workshop to concerned ETF staff on work done and preliminary findings, shared a matrix it had compiled of ETF activities undertaken and discussed proposed detailed evaluation questions and checklists to be used when interviewing local stakeholders and EC staff. (The materials presented during the workshop are annexed).

3.2. EVALUATION TOOLS

- S45. The main evaluation tool included a matrix of ETF activities, which reconstructs the intervention logic applied by ETF in Romania and demonstrates the link between the strategic objectives formulated in the ETF work programme and the objectives of specific ETF projects alongwith activities undertaken towards reaching them, indicators of success, assumptions and risks. The matrix shows the main outputs and indicators of success in the following areas: (1) ETF project related support, (2) ETF activities based on EC requests, (3) ETF support in the area of policy advice, (4) awareness raising, dissemination, facilitation and expert advice, (8) provision of information and analysis and (9) development projects. (See Annex 2 matrix with ETF activities)
- S46. Structured tools such as quantitative closed-question questionnaires were then used with a broad sample of ETF partners in Romania in order to assess the levels of satisfaction, value-addition and usefulness of ETF's engagement with them. (See Annex 6) The ET analysed the completed and returned questionnaires to ascertain the degree of depth to which issues and topics had to be further explored. This was followed by a modification of a checklist questionnaire or scheme which was then

administered in an unstructured manner in interviews, meetings and focus group discussions. The purpose behind this was to ascertain the 'why' and 'how' behind key issues which had been identified by the ET from the answers to the structured questionnaire, meetings with ETF in Turin and review of literature. Interviews were undertaken in Bucharest.

3.3. EVALUATION ACTIVITIES

3.3.1. DESKWORK

- S47. Four key evaluation criteria are applied to the assessment of ETF interventions at the country level: relevance, added value, effectiveness and impact which in the context of this evaluation had the following interpretation. (1) Relevance - to what extent did the ETF activities address the priorities of the country in VET and related LM reforms as a candidate country and been consistent with EC priorities and policy in the Romania. (2) Added value - to what extent did the setup of ETF as an Agency benefit the reforms in Romania and did stakeholders perceive an added-value of ETF. (3) Effectiveness – to which extent did the results and outputs meet the project objectives. (4) Impact – to what extent did the ETF activities in Romania address the adoption of education, training, related employment policies and soft *acquis* within the overall process of EU integration. This includes the contribution to the VET and related LM reforms, the improvement of information on VET and related LM issues, improvement of information analysis capacity and preparation for ESF and the EC project cycle.
- S48. The ET continued deskwork during the implementation phase to complete the information base developed in the first phase and to further feed the analysis.

3.3.2. INTERVIEWS

- S49. During the implementation phase, a series of interviews were conducted with key stakeholders in Romania and concerned EC staff. The interviews and interview schemes served as important information sources and assisted in determining the reasons behind key issues identified by the ET from the answers to the structured questionnaire. In total 33 interviews were conducted including with staff from the Commission services, the Ministry of Labour, Social Affairs and Family (MoLSSF), Ministry of Education and Research (MoER), National Centre for Technical and Vocational Education and Training Development (NCTVETD), Romanian National Observatory, Cartel Alfa, Federatia Sindicatelor Libere din Morarit si Panificatie (FSLMP), National Board for Adult Education, National Employment Agency, Qualification Agency for HE and university-enterprise cooperation, Federatia Sindicala

pentru Constructii de Masini (Trade Union for Machinery Industry) and Cedefop. All interviewees have been willing and helpful contributors.

3.3.3. CASE STUDIES

S50. The ET decided to include three case studies of typical projects representing the areas of policy advice, information provision and capacity building. After consultation with the main stakeholders, the following were selected:

- The Romanian National Observatory represents a good example of capacity building in Romania and the development of information, analysis and services in close collaboration with local experts.
- The country monograph on vocational education and training and employment services provides a baseline for assessing the progress on implementing the priorities identified in the Joint Assessment Paper on Employment Policy (JAP) agreed between the government of Romania and the European Commission.
- The Institution Building projects demonstrate capacity of Romanian stakeholders to support an integrated strategy for HRD including further enhancement of the role of social partners at local and sectoral level, operationalisation of national CVT policies, review of national qualifications framework as well as an effective use of the funding available through the European Social Fund.

3.3.4. THE ANALYTICAL PHASE

S51. The analysis phase of the assignment consisted of a twofold approach. The ET team evaluated the individual projects and initiatives according to the standard evaluation criteria: relevance, added value, effectiveness and impact. The outcomes of the individual projects and initiatives are then related to the ETF contribution to the accession of Romania to the European Union in what is called the 'overall evaluation'.

4. THE ASSESSMENT

4.1. THE EVALUATION OF INDIVIDUAL PROJECTS

P1. PHARE PROJECTS 1996 – 2001

During 1996 – 2001, ETF implemented in Romania, on behalf of the EC, two large projects for which ETF had full management responsibilities. These projects were the first Phare interventions in the area of education and training representing the first steps of VET reform involving the HRD actors in the Romanian market. Moreover they have been the largest projects, in terms of volume of funding, implemented by ETF in Romania. After their implementation ETF changed focus to provision of expertise rather than project/ programme management.

Basic project information

1. Phare VET reform RO 94.05

Objectives	Provision of initial VET according to labour market requirements and training standards specific to EU member states, decentralisation and promotion of partnership, and development of an operational information system. Main activities were: (1) management of VET Phare programmes and management training, (2) activities related to the <i>acquis communautaire</i> in VET (3) dissemination activities
Main results	<ul style="list-style-type: none">▪ 75 VET schools take part in reform programme▪ Enhanced competencies of management trainers, teachers and consultants▪ Results of the events disseminated
Period	1996 – 2000
Budget	25,262,300 EUR
ETF Role	Project management
Contractor	-

1.2. Phare – HRD Programme RO 9701.04.01

Objectives	Provide technical and financial support for the enhancement of managerial and technical skills of the existing workforce in enterprises and the development of efficient
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	local training services. To make companies more competitive internationally and prepare their management for accession to the EU, to expand and improve the provision of management training and consulting services for the business sector and support enterprise restructuring.
Main results	<ul style="list-style-type: none"> ▪ Cooperation links established with EU institutions which had competencies in management development – ▪ Capacity of selected management training institutions improved ▪ Pilot training programmes in a number of companies ▪ Enhanced competence of management trainers, teachers and consultants ▪ 53 training providers and 20 companies financed to develop HRD projects
Period	1998 – 2000
Budget	3,000,000 Euro
ETF Role	Project management
Contractor	IMC Consulting Ltd

Relevance

These were the first Phare interventions in the area of education and training representing the first steps of the VET reform involving the HRD actors in the Romanian market. Both projects were implemented in difficult contextual conditions with lack of legislation and low awareness and understanding of modern education and training principles and methods. It was a first experience in Romania facilitating understanding of the principles associated with grants and served to provide lessons that were used in the design of succeeding HRD grant schemes within the Economic and Social Cohesion Phare Programme. Both programmes filled gaps where the Commission had not allocated financial resources through other instruments. They were preparatory exercises for the Phare programmes that succeeded them and in the longer term, for the ESF which is expected to be implemented in the future.

Added Value

At the time, both programmes were the sole sources of financing for human resources development and the reform of the education system apart from public funding sources. The Phare VET programmes introduced new concepts such as the elaboration of occupational and vocational standards as starting points (documents) to identify specific competencies of vocational qualifications and as the point of departure for curriculum development. Besides, new subjects or curriculum areas were introduced which allowed training in higher technologies and offered a European dimension to the training and development of key skills which increase mobility and flexibility in the labour market and create the foundation for continuing vocational training;

Effectiveness

The training of teachers and managers component has been relatively successful in Romania. Problems have occurred related to the timing of the training and the fact that these trainings were confined predominantly to participants from the pilots. To secure a broader implementation of the new curricula, a massive training effort will have to be undertaken. The Phare VET programme established the basis of social partnership by initiating a tripartite advisory structure at national, regional and local levels and defining its tasks and responsibilities. In July 1997 this structure was adopted as a national permanent structure; a National Council for Initial and Continuing Training. The main achievements of the HRD programme were that twenty grants were awarded to companies in various sectors, 53 grants to training providers and a network of training providers was established. Training providers developed their capacity and awareness increased HRD needs, interventions and strategic approaches. Visibility of training providers increased through the national conferences and publicity made for the programme; several articles were published in the main business magazine at that time "Capital".

Impact

The Phare VET programme was the basis on which succeeding activities for major VET reform in Romania were built. Moreover, the National Centre for Technical and Vocational Education and Training Development was set up in 1999 using the experience of the VET programme's Implementation Unit in the Ministry of Education. The centre possessed PIU responsibilities in the succeeding TVET projects. An official methodology has been adopted to replicate VET reform and the new curriculum, elaborated within Phare Programme RO 94.05, at system level. A number of experts involved in the projects were involved in succeeding TVET programmes in Romania and in other countries, deploying the competencies acquired. The HRD programme financed new approaches and practices in the selected companies offering examples of best practices for other companies. HR departments in the modern sense of HR have been set up in the companies ensuring the conditions to continue training practices introduced during the project. Training providers had the opportunity to develop training packages. The network created was a good premise for further activity in the market and the possibility for acquisition of training equipment.

P2. PREPARATION FOR ESF - SPECIAL PREPARATORY PROGRAMME (SPP-ESF)

Basic project information

Phare Multi-country – ESF component *

Objectives	<p>To support the candidate countries in their preparation for future access to ESF and in particular:</p> <ul style="list-style-type: none">▪ to enhance the understanding of administrations regarding Structural Fund policies in general and the ESF in particular and their implementation requirements▪ to facilitate administrative changes which promote horizontal coordination among government agencies concerned with future implementation of the ESF▪ to train officials from relevant ministries on the design and implementation requirements of a national programme supported by the ESF on the basis of a preceding socio-economic analysis▪ to increase the awareness of social partner representatives in each country on the objectives, benefits and operational requirements of an ESF supported programme and as to their role.
Main results	<ul style="list-style-type: none">▪ Enhanced understanding by public administrators of ESF policies and implementation requirements▪ Knowledge acquired has been used for the definition of HRD components▪ Awareness raised, increased competencies and national training plans drawn up via seminars and study visits▪ Establishment of National Training Institute (NTI)▪ Development of Employment Background Studies▪ Tailor-made local seminars in the priority regions▪ Impact Evaluation of Pre ESF Grant Schemes (end 2004)▪ Structure of National Observatory in Constantza set up▪ Development of audio visual packages for TT in tourism sector
Period	1999 – 2000
Budget	2.1 million Euro for all countries; figure not available for Romania
ETF Role	

* Reference in the matrix 2.1

The project started in 1999 as a response to the needs of Romanian structures in the preparation for accession. The project extended over two years from 1999 to 2000 and comprised a series of events at central and regional levels focusing on analysis and training including sharing practical experience from member states, all with a view of preparation for Structural Funds. During 1999 the events were more centrally focused with a seminar in Bucharest (for the central public administration) and a national conference on European Social Fund complemented by the setup of a Romanian National Observatory structure in Constantza with a regional HRD package of initiatives. The second year i.e. 2000, the activities had a regional focus including a series of workshops in the country (Brasov, Piatra Neamt, Mangalia and Sinaia). The closure of the project was marked by a final conference in Brussels with a high level of representation from the Commission's DG Employment and Social Affairs.

Relevance:

ESF was unknown amongst Romanian Stakeholders at the time; not even was Phare widely known. In parallel ran the first Phare grant scheme for HRD in Romania. The project was less needed for an understanding of the ESF procedures and practices from the potential applicants' point of view. ESF was too far away in the horizon to create a need in that sense. However, the project activities responded to a need to understand approaches to HRD within ESF because of the pre accession Phare ESC HRD programmes which were launched almost annually from 1999 and also for institution building i.e. the need to build capacities both at national and regional level for the design of the pre accession HRD programmes.

Added Value

The project provided to Romanian stakeholder's new approaches to HRD based on the principles governing the ESF and raised their capacities in all aspects of HRD programmes such as identification (including needs analysis), correlation with the real needs of the labour market and design (methods, techniques and use of project cycle). Added value was also seen in the approach introduced by ETF in essential aspects of human resources development such as involvement of social partners and roles and structures of the social partnership. In addition new methodologies introduced by ETF were used for the first time in Romania or their institutions such as peer reviews.

Effectiveness

The main results of the project were the National Training Institute set up within the Romanian National Observatory and the RNO structure developed in Constanza. At national and regional level there was an increased awareness and interest for HRD programmes. Initial contacts were established between Romanian and member states' stakeholders on labour market and training related issues. The project had good visibility due to the resources

available and the large number of activities performed (including regional and national seminars and conferences)

Impact

The National Training Institute continues its activities as part of the Institute of Education Sciences but it was not perceived in the country later on as a national body in the training sector. The competences built mainly in training needs analysis and evaluation of pre ESF projects have been used later for the project cycle in Phare programmes (specifically for Phare 2000 ESC – HRD launched in 2000) after the completion of the SPP ESF project.

P3 INSTITUTION BUILDING PROJECTS 2002 - 2005

A series of Institution Building projects have been implemented by ETF in Romania within the Support for the Commission strand. The approach was yearly in that annually IB activities have been included in the work programme and terms of reference have been prepared. The design was based on the requests of the Commission and the needs as perceived by ETF after consultations with local stakeholders. The Romanian National Observatory had responsibilities for funds management and organizing events within the projects. Starting with 2003, it was the contractor for implementation of the IB activities. The IB activities in Romania during 2002 – 2006 were part of the multi annual country projects included in a larger package of assistance for Romania, Bulgaria and Turkey.

Basic project information over the 4 years 2002 – 2005

*Institution Building Multi-country projects : BG,RO, TU***

Objectives	<p>To improve the capacity of Romanian stakeholders to support an integrated strategy for HRD including further enhancement of the role of social partners at local and sectoral level, operationalisation of national CVT policies, review of national qualifications framework as well as an effective use of the funding available through the European Social Fund. Under this large objective several IB activities were designed and implemented yearly under more specific objectives as follows:</p> <ul style="list-style-type: none">▪ Improve capacity of national authorities and social partners to plan and design strategies and projects in the field of HRD within the local economic context through tailor made assistance and training.▪ Enhance the role of local regional and national social partners in HRD and strengthen sectoral representation.
Main activities	<p>IB 2002 - 2 seminars in Bucharest and 1 study visit to Germany with 10 participants from the Romanian authorities involved in ESF-type projects.</p>

IB 2003 Awareness raising and social partners' dialogue through events consisting of 9 seminars and round tables, held around the country and in Bucharest.

An HRD guide for employers prepared and disseminated involving a team of experts from the National Institute of Economy.

IB 2004 - Organisation of 2 seminars in Bucharest: "Development of qualifications and defining skill needs" and CVT organisation and financing" (40 participants). Organisation of a study visit in the Netherlands involving maximum 10 participants from the machinery sector

IB 2005 - Production of 4 brochures based on the project activities in 2004 and 2005. Production of guidelines for sectoral committees for the review of COR /Nomenclature. Development of a brief glossary for sectoral committees and an interim evaluation of the recently introduced Adult Training Authorisation System. One seminar "Qualification review, quality assurance, assessment and validation" and another on "Learning at the workplace". Study visit in October 2005 in UK for food industry sectoral committee.

Results	Enhanced capacity of national, regional and local institutions and stakeholders to plan and design human resources development projects
	A network of key national, regional & local stakeholders established as a reference point for planning and designing future investment in human resource development and for future consultation at regional level in this field.
	Role of social partners enhanced in sector committees and ESF evaluation capacities developed at national and local levels; assessment and quality assurance promoted.
Period	2002 – 2005
Budget	2002 – 39566 Euro
	2003 – 47081.68 Euro
	2004 – 100 365.67 Euro
	2005 – 120062.29 Euro
ETF Role	Project identification, design and project management
	Contracted responsibilities to Romanian National Observatory
	Expertise provision

** Reference in the matrix 2.2/ 2.3/ 2.4/ 2.5

A series of Institution Building projects have been implemented by ETF in Romania within the Support for the Commission strand. Annually IB activities have been included in the work programme and terms of reference have been prepared. The design was based on the requests of the Commission and the needs as perceived by ETF after consultations with local stakeholders. The Romanian National Observatory had responsibilities for funds management and organizing events within the projects. Starting with 2003, RNO had a role as contractor for implementation of the IB activities. The IB activities in Romania during 2002

– 2006 were part of the multi annual country projects included in a larger package of assistance for Romania, Bulgaria and Turkey.

Relevance

The IB projects were appreciated by persons interviewed as being relevant for the needs of Romania in the process of accession and also for their own organizational needs. There were cases when the interviewees mentioned the development of their own capacity to deal with HRD development issues resulting from their job responsibilities in the projects. Needs analysis constituted part of the consultations with relevant stakeholders based on the themes proposed by ETF. Most of the proposals were based on the Commission requests derived from an obvious and agreed need with the Romanian authorities. The target groups were well chosen according to the interventions type. In most cases, they consisted of central stakeholders considered most relevant for policy advice, VET reform and centrally implemented programmes. However interviewees mentioned that if additional resources had been available, there would have been better impact of their interventions at the local level.

Added Value

Both the approaches and methods used, based on recommendations of ETF, were said to have added value in human resources development such as the involvement of social partners, the structures of social partnerships and peer reviews. Beneficiaries considered these new and appropriate. The assistance provided by ETF, specifically its country manager, complemented the kind of assistance provided through Phare technical assistance projects and twinning projects and did not duplicate them. Despite the low level of resources in comparison with other Phare projects, the ETF assistance was in many cases the only source to finance the specific activities identified by Romanian stakeholders. There are clear synergies with other Phare projects with recommendations being provided for technical assistance or twinning projects or the results of previous ETF projects being further built upon. Having said this, there were reduced synergies though with other donors

Effectiveness

The people interviewed who represented the institutions involved in IB projects considered the results expected were achieved. The ETF projects within the timescale given were small scale projects with a reduced capacity to offer dramatic results. More events and a larger capacity to cover more people for training development could have improved effectiveness.

From the point of view of the project management, a more rigorous use of PCM and logical framework principles could have improved effectiveness as well as increasing impact and potential for sustainability. Often, logical matrices, verifiable indicators of achievement, or the means for verifying them were not properly designed or consistently defined.

Impact

It is widely recognized that it is difficult to measure the impact of interventions in training development and capacity building. However it is possible to draw a number of conclusions based on the reports and feed back from stakeholders. As they were designed, the first two IB projects had a lower potential for impact for the following reasons: (1) there were a lower number of events spread across the country compared to the vast need at that time (2) the ownership of the results was not claimed by any Romanian institution reducing the possibility of them being used. The IB 2004 proved to have a higher impact; one reason is the partnership with NATB which assumed ownership of the results and continued the activities. The interviews with NATB and trade unions representatives revealed a high satisfaction on results as well as on impact and sustainability. Other incidences of impact included:

- an improved attitude of social partners regarding cooperation in the field of HRD
- an improved image of NATB mainly related to its future role as the National Authority for Qualifications (which it is at present assigned by law)
- valorization of the publications on social partners' roles prepared during the project
- use of the peer reviews for further developments of NATB policies and activities.

P4. SUPPORT FOR THE PREPARATION OF THE COUNTRY MONOGRAPH ON VET

Basic Project Information

Support for the preparation of Country Monograph on VET system

Objectives	The main purpose of the Monograph is to provide a useful analytical tool to assist Romania and the EC to monitor the progress in implementing the JAP priorities. It identified the most urgent needs and gaps in the field of HRD for the labour market.
Main results	The production of the Country Monograph itself prepared in consultation with national stakeholders; The publication of the Country Monograph translated in Romanian and it's disseminated; Dissemination seminar for the country monograph
Period	2001-2003
Budget	39199 Euro
ETF Role	Support for the preparation of Country Monograph on VET system
Contractor	

The country monograph on vocational education and training and employment services provides a baseline for assessing the progress of implementing the priorities identified in the Joint Assessment Paper on Employment Policy (JAP) agreed between the government of Romania and the European Commission. It was part of a series of similar studies prepared for all acceding and candidate countries. The Romania Country Monograph is an independent ETF product and it does not have the status of a policy document as JAPs and JIMs. The discussion for the paper started in 2001, through roundtables and discussions between the main stakeholders involved. However, the monograph was prepared in 2003. For completing the report, statistical data from OECD, Eurostat and INSE were used as well as the reports of the two field visits. The results were discussed and presented in the Monograph seminar in December 2003, when the publication was released and made available.

Relevance

The topic of the Monograph was in line with Romanian national priorities in the field of VET. It was aiming at helping to identify the most urgent needs and gaps in the field of VET and HRD for the labour market. The preparation of the Monograph was well organized by RNO and ETF. The production of the report brought together a very efficient international team as well as Romanian stakeholders, RNO's expert, social partners and others. The support provided by the RNO was helpful and efficient and included providing background material and information, organizing workshops, missions, seminars and dissemination events.

Added Value

A launch meeting between the ETF and key national policy makers familiarised the authorities with the Monograph objectives and allowed consultation with them on the methodology. Additional rounds of consultations, which included numerous proposals and a vivid discussion at the stage of the drafting the Monograph, followed later increasing the role played by social partners and the national authorities.

Effectiveness

The main objective of the Monograph, as a tool for monitoring Romania's progress in implementing the JAP priorities was achieved. The quality of Romanian Country Monograph was highly appreciated by Romanian stakeholders, Cedefop experts and the Commission as well as for its effectiveness in being accepted by the Romanian authorities. It encouraged and improved dialogue between the main stakeholders in the field of VET in Romania. The publication gives an overview of VET reform development, presented the main VET problems faced in the country and provided realistic recommendations.

Impact

The country Monograph had a direct contribution to and impact on policy development and assessment processes at national level. The Monograph is used as a tool for the JAP follow-up process. It is a reference document for following up on VET issues and reforms in Romania. It is used by experts in the field (e.g. by MoER and MESS for elaborating official documents) as well as a background paper when preparing cross-country analyses and policy reports. It also playing a significant role in creation of new institutions and legislation. The Monograph had been cited in many policy documents thus indicating its high quality.

P5. ETF ACTIVITIES BASED ON EC REQUESTS ON PROGRAMME CYCLE

Basic Project Information

Activities based on EC requests on programme cycle

Objectives To provide expert support on Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET / labour reform process

Main results ETF recommendations accepted by DG Enlargement and RO counterparts on:

The project cycle documents and project fiche :

- Annual reviews of VET reform
- Comments in NDP 2004 – 2006, Roma / minorities strategy fiche, ESC fiche, Phare Programming , documents 2004 – 2006
- IB ESC TVET 2003 and IB NAE 2003 and
- CVT Twining Covenant IB ESC 2003
- SAPARD HRD measures and Minority strategy project fiche
- Twining light fiche – support to NAE LM indicator
- Project fiche for end users Socrates Phare 2004

The process of tendering and evaluation for:

- IB ESC TVET Phare 2001/2002/2003
- Review of applications on HRD 2002 grant scheme
- Twining light for NAE (2004) and TVET technical assistance
- Phare 2003 call of proposal package (call for tender TOR)

The process of projects monitoring:

- Review Inception/ Final reports IB ESC TVET 2001/2002, Twining projects
- Review contracts amendments

- Contributions in HRD working groups and steering committees
- Evaluation paper integrated by DG EAC in overall assessment

Phare projects evaluations:

- HRD grant schemes 1998, 2000, 2002
- Government contribution on education and employment
- ToR for HRD 2002 grant scheme evaluation

Period	2001* - 2006
Budget	Specific budgetary allocations identified for Romania : 2002 – 27,434 Euro - HRD Phare 98 expost Evaluation 2004 – 8,178.67 Euro – overall support for the Commission 2005 - 1,893.33 Euro (overall) Commission requests 2006 – 1,764.1 Euro Facility to respond to the commission requests - 67,997.95 Euro – under the title institution building covered as well expost evaluation of HRD - Phare 2003
ETF Role	Expertise provision as advice and services (in case of expost evaluations)
Contractor	Promeso Consulting - Expost evaluation HRD Phare 98 RNO - Expost evaluation HRD Phare 2000

At request of the Commission services and Romanian institutions, ETF provided advice on programming and identification of HRD Programme Phare 2000. ETF provided expert input in design of programmes and identification of most appropriate priorities. ETF recommended for example the inclusion of packages of active measures in the grant schemes. It is important to mention as well the contribution at that time in RICOP Phare programme – active employment measures - in programming, identification, tendering and contracting. From 2001 onwards, the Ministry of European Integration and Ministry of Labour and Social Welfare and Ministry of Education and Research, responsible for ESC – HRD and VET programmes benefited from the assistance in all phases of the programme cycle. The activities have not been packaged as interventions under the generic concept of projects rather were quick reactions to specific requests either from EC (DG Enlargement) or from Romanian stakeholders.

Relevance

The provision of expertise responded on one hand to the need of the Romanian stakeholders of expertise in project cycle management and on the other hand, the need of EC to understand and provide technical expertise on VET and VET reform in Romania. Successful implementation of Phare funded HRD and VET projects depended heavily on the ETF to fill

those gaps. The ETF was able entertain the EC requests, which over the years increased in number indicating the EC's acceptance of ETF's strengths, its recommendations and observations.

Added Value

ETF has provided support to the EC at all stages of the programming cycle: identification, planning, implementation, monitoring, evaluation, and dissemination. The utility that the EC saw in this support is reflected in increasingly relying upon ETF. The support took the form of both missions as well as written input. The majority of missions resulted in mission reports wherein the objectives of the missions, the outputs achieved, the next steps envisaged and any observations made were recorded. ETF submitted the ex-post evaluations (reports) to Romanian stakeholders. Stakeholders interviewed considered that the ETF support complemented the other forms of assistance. ETF was able to supplement its own resources by using the manpower available within the RNO which has been involved in proposals assessments and ex-post evaluations amongst other things.

Effectiveness

Stakeholder's opinion was that the results have been achieved in this area, confirmed by acceptance and implementation of recommendations and advice provided. From a methodological point of view, ETF realized over time that it could not respond to the numerous requests of assistance from various stakeholders punctually and some concentration on efficiency criteria would be needed. Regarding the capacity of Romanian stakeholders as a consequence of knowledge transfer, it was considered effective by the stakeholders interviewed; at the same time a larger area of contacts and a continuous presence in Romania was considered as positive factors for better effectiveness.

Impact

ETF recommendations in the project cycle were accepted. Examples provided by interviewee include (1) the integrated approach in active employment measures and (2) the use of indicators in HRD programmes. The ETF contribution became the basis for a number of fiches notably the ones related to the Roma/minorities strategy, Institution Building, the National Agency for Employment, CVT Twinning Covenant, SAPARD HRD Measures and ESC. Thus as can be observed, the majority of comments and recommendations made by ETF experts were accepted by the DG Enlargement and the Romanian counterparts and incorporated into programming documents. ETF's assistance to the monitoring of Phare projects was welcomed and its contributions and recommendations accepted by DG Enlargement and Romanian counterparts in areas such as the review of the inception and final reports on the IB ESC TVET 2001-2, review of amendments to contracts and its contributions in HRD working groups and steering committees. The ex-post evaluations maybe had the most visible impact due to the role in providing inputs to successive programme cycles.

P6. ACTIVITIES AT REQUEST OF THE COMMISSION IN THE AREA OF POLICY ADVICE

Basic Project Information

Support in the area of policy advice

Objectives	To provide expert support in the field of policy design and implementation
Main results	<p>Comments and recommendations accepted by C and Romanian counterparts in the following areas:</p> <ul style="list-style-type: none">▪ reporting on the performance and progress of VET system▪ assistance on Government Roma strategy and CVT strategy▪ assistance on apprenticeship legislation▪ progress reports on policy development in career guidance▪ ETF support to JAP monitoring and comments on JAP related reports▪ JAP progress awareness and knowledge transfer, analysis of JIM
Period	2001 – 2005
Budget	<p>Included in EC requests/ support for the EC budget lines</p> <p>2004 - 8178,67 Euro – overall support for the Commission</p> <p>2005 - 1893.33 Euro – (overall) Commission requests budget line.</p> <p>2006 – 1764,1 Euro Facility to respond to the commission requests</p>
ETF Role	Expert advice, awareness, knowledge transfer
Contractor	-

At the request of the Commission, ETF provided policy related advice on programme cycle and project design and implementation. ETF advice was in particular of importance in the beginning of the reform process in Romania when there was a vacuum of regulations, legislation in VET and HRD, knowledge and experience of relevant institutions was lower and the systems were not set up. The table above provides an overview of ETF contributions in the areas of policy design and implementation

Relevance

Having worked in Romania since 1995 and being very much familiar with issues surrounding VET and its reform, ETF was able to provide the EC with unique insight that no other agency was able to do over the eleven years before accession. Added to this was ETF's cordial

relationship built up with Romanian authorities, social partners and other stakeholders which the EC could rely upon to extract opinions from a diverse array of actors in the VET arena in the country. The ETF support responded to the specific needs of a country in a process of VET reform and which was setting up relevant systems. Also important was the need of awareness, understanding and the experience of other countries (including member states).

Added Value

ETF provided the EC, particularly DG Enlargement with expert support in the field of policy design and implementation in areas the DGs did not have expertise and were not familiar with the local situation. Stakeholders interviewed considered that the ETF support complemented the other forms of assistance, bringing a larger variety of experiences, a better understanding of country context and setting the context for a longer cooperation. The EC services were able to use the support provided by ETF to review the progress of Romania towards accession particularly in the field of VET and LM reforms. ETF recommendations on the design of the strategies, policies, legislations, systems as well as continuous improvement as an effect of JAP/JIM monitoring prove impact of ETF activities.

Effectiveness

The opinion of the stakeholders was clearly positive regarding achievements; the influencing capacity was highly appreciated, based on a recognition of expertise and also persistence of the country manager in relations with relevant institutions. The main achievement are in the area of strategies, policies, legislation design (Roma strategy, apprenticeship law, CVT strategy, VET system, Adult training authorization system, NQF, monitoring of JIM JAP. Effectiveness was limited because of the level of resources available, as presented in the table, was lower compared with the complexity of the problems it was addressing.

Impact

ETF targeted the operational level of the Romanian institutions rather than the higher levels (decision makers). In a few cases it was mentioned that more focus on higher level decision makers would have facilitated smoother acceptance and implementation. Just under 40% of the respondents on the questionnaires felt that ETF-supported activities had an impact on changes at the policy level i.e. reformation of VET policy development in line with EU *acquis*. Others did not feel so strongly, stating that ETF could not have contributed in a decisive manner to Romania's accession, as there were many other factors involved. They also stated that the influence of ETF activities in the spheres mentioned above was limited due to the magnitude of the activities or the amount of resources ETF had in relation to the context and in relation to other actors or because it was too early to estimate impact

P7. ROMANIAN NATIONAL OBSERVATORY

Basic Project Information

<i>The establishment of the Romanian National Observatory</i>	
Objectives	The Romanian National Observatory ¹ (RNO) was established in September 1996, as a component part of the national observatories network supported by ETF in Phare and Tacis countries. One aim of this has been to encourage the autonomy and sustainability of RNO to become a body capable of producing studies, cross country analyses, peer reviews, various reports, giving advice on policy and reporting on progress being made on VET reform in Romania. Another objective has been the Integration of RNO into Cedefop's ReferNet and delivery of bibliography and reports for Cedefop's databases
Main results	<ul style="list-style-type: none"> ▪ Provision of analytical information in the national vocational education and training in the socio-economic context and channel national and international information on VET – related reform issues to its principal customers; ▪ Assessment of the various VET programmes and activities and organization of numerous events including seminars, conferences and workshops which brought together Romanian stakeholders at central, regional and local levels. ▪ RNO contributed to the improvement of cooperation between the ministries and other institutions and monitoring ETF studies on VET against social exclusion in Romania and Institution Building Initiatives; ▪ RNO disseminated information and good practice on vocational education, training and labour market systems from EU and other partner countries and developing co-operation with international networks, and organisations from EU Member States. ▪ Participation as National Training Institution (NTI), in training civil servants to implement ESF-type activities; Setting up of the National Training Institute ▪ Since January 2007, RNO has become member of ReferNet. At the same time, activities have been undertaken with the aim to set up a national consortium for the REFER network.
Period	1997-2006
Budget	998147,98 Euro
ETF Role	Technical and financial support for RNO
Contractor	

¹ Website can be accessed at: <http://www.obsro.ise.ro/DesktopDefault.aspx>

With ETF support, RNO became a body capable of producing studies, giving advice on policy and reporting on progress being made on VET reform in Romania. Financially, the former RNO has now secure resources: it receives a budget from the public funds, and receives financing through various projects. It also had the role of monitoring the numerous ETF studies, peer group reviews, assessment on VET progress development as well as other institution building initiatives. Through its involvement in grant schemes, the National Observatory helped to increase the capacity of implementing bodies.

Relevance

To improve the local capacity for gathering, analysing and provision of VET and Labour market information as a base for policy development. RNO functioned as well as a clearing house for transferring experience and expertise from other EU countries. RNO was very much involved in policy analysis and accession and post-accession research activities. It was able to collaborate well with state bodies such as NCTVETD in realizing monographs and studies. Being a part of the Institute of Education Sciences has had its many advantages. IES itself is the national institute for research and development in education. Financed by the Ministry of Education, IES helps to define education and training policies, provides expertise in the field of curriculum, VET, adult training, evaluation and assessment, educational management and financing and takes part in the continuing training of teachers and trainers. Being a part of it has enabled RNO to access IES's facilities and expertise in VET and benefit from IES's partnerships and linkages with state bodies, universities and others key stakeholders.

Added Value

The Romanian National Observatory had the logo of an EU agency, perceived of as a neutral area, discussing the main issues and supporting the policy decision-making process. The MoER consulted RNO beyond matters directly related to ETF, obtaining information, data and studies. ETF's interventions enabled strong networks to be built enabling the RNO to become the recipient of technical support. For the first time, an EU agency had a permanent contact with the country and the observatory could act and assess, independently, policies or strategies implemented by national authorities. RNO worked with a pool of very good experts, prepared analyses and statistics, and reason with the ministries that there were problems in certain areas. With ETF support, RNO became capable of producing studies, giving advice on policy and reporting on progress being made on VET reform in Romania. Its reporting included reports on LLL, achievements towards Lisbon strategy, policy analysis, country monographs and also other studies e.g. on social partnerships.

Effectiveness

The observatory became over the years an important centre of reference for studies and statistics related with Romanian VET and labour market issues. Through its involvement in grant schemes, the National Observatory helped to increase the capacity of implementing

bodies. Though its projects and reports, RNO contributed to raising awareness of the main problems faced by the Romanian VET system. It also helped policy makers to be informed of the EU VET policies. The RNO facilitated and supported effectively inter-cooperation and dialogue between main VET stakeholders at national level (MoER, NAE, NCTVETD, social partners) and the EU Commission. It becomes an excellent source of information and a reference point for the VET and HRD. RNO produced reports, collected information and transferred them to Cedefop following the reporting structures and formats used by Cedefop elsewhere.

Impact

The reports produced by RNO have been used in preparation of ministerial documents or reporting to the EU Commission (MoER), as a background paper in elaboration of policies or as a relevant source of information for national (NAE, MoER, NGOs, etc) and international experts (EU Commission, Cedefop). The RNO has now evolved into an Educational Policy Department of the IES that provides information and advice to government and parliament. Its ministry used it to conduct evaluations in the education sector and it has also played a significant role in the development of the HRD strategy of the National Development Plan. The government's acceptance and ownership of the work of IES can be seen in that the financial contribution from the state has increased manifold since the creation of the RNO. The former RNO has now secure resources: it receives a budget from the public funds, and gets financing through various projects. Nearly a quarter of IES projects are managed by the new Educational Policy Department. The number of permanent staff has grown from two in 1997 to fourteen presently.

P8. DEVELOPMENT PROJECTS

Basic Project Information

1. DG Education and Culture' initiative

Objectives	Active role in supporting the EU Commission's initiative on the memorandum on LLL through participation in meetings organised by the EU Commission and production of reports on e-Learning and LLL as well as country reports.
Main results	<ul style="list-style-type: none"> ▪ Participation in the Commission's consultation on LLL Memorandum in ACCs ▪ Participation in a series of events related with LLL memorandum ▪ Cross-country analysis report based on each country report ▪ E-learning document prepared for European Ministers' meeting in Riga (2001)
Period	2001-2003

Budget

ETF Role Involvement in the Commission's consultation on its Memorandum on LLL in the candidate countries

Contractor

In 2001-2003, Cedefop and ETF cooperation continued in the framework of the projects summarised in the tables below:

Activities that include involvement in the Commission's consultation on its Memorandum on LLL in the candidate countries in cooperation with Cedefop

Project objectives: Scenarios and strategies for vocational education and LLL in Europe

Main results for Romania: final conference of the ETF-Cedefop joint project on LLL

Period : 2001

Budget: € no budget spent

ETF role: ETF activities with involvement of RNO

In 2001, the two EU agencies as well as Romania, participated in the Commission's consultation on its Memorandum on LLL in the candidate countries (Romania, Bulgaria, etc). Moreover, they participated in a series of events related with the LLL memorandum such as the Tallin conference in October 2001 organised by Cedefop and ETF in cooperation with the Estonian Ministry of Education and the Riga's conference of European Education Ministers (June 2001) for which a document on E-learning was prepared. As part of the consultation process on the Commission's Memorandum on Lifelong Learning", ETF and RNO prepared a Romanian country report which was included in the ETF report "Summary and Analysis of the Feedback from the Candidate Countries", a cross country analysis based on individual country reports. For preparing this report, Romania as well as the other participating countries, initiated in 2001 an extensive nationwide process of public consultation having the following components:

- **Consultation process** from March to July 2001 with activities such as: seminar launching the consultation process, translation and publishing of the Memorandum into Romanian, organisation of the National Forum on Lifelong Learning, organisation of the first National Conference on Education for Adults, gathering information on the surveys on lifelong learning carried out in Romania and relevant indicators.
- **Survey carried out on an illustrative group** of providers, managers and beneficiaries of lifelong learning in Romania for the purpose of assessing lifelong learning needs and conditions for implementing the Memorandum.

Activities that include involvement in the Commission's consultation on its Memorandum on LLL in the candidate countries in cooperation with Cedefop

Project objectives: Implementation of cooperation programme with Cedefop and Eurydice

Main results for Romania: Follow-up to the European Action Plan on eLearning

Period: 2002

Budget: € no budget spent

ETF role: ETF activities with involvement of RNO

Activities that include involvement in the Commission's consultation on its Memorandum on LLL in the candidate countries in cooperation with Cedefop

Project objectives: Support EC on the follow-up of the "[Objectives/Bruges/LLL processes](#)"

Main results for Romania: contribution to the ETF progress report on the follow-up to the 2002 Council resolution on LLL

Period : 2003

Budget: 7096.46 Euro

ETF role: ETF activities with involvement of RNO

As a follow up of the 2002 Resolution on Lifelong Learning RNO supported by ETF, prepared the Romanian's progress country report on LLL 2001-2003 (based on national LLL questionnaire). This report was requested by DG EAC. At the end of 2003, ETF released the paper on "Implementing Lifelong Learning strategies in Europe: Progress report on the follow-up to the 2002 Council resolution on Lifelong Learning. Acceding and candidate countries". In 2003, Romanian representatives participated in the conference organized in Athens by ETF, Cedefop and the Federation of Greek Industries and the Greek General Confederation of Labor. The conclusions of the conference on 'Lifelong Development of Competencies and Qualifications of the Workforce: Roles and Responsibilities' reflected the limited potential of the social partnership in Lifelong Learning in ACCs (Romania as well) in terms of promoting in practice the concept of responsibility sharing.

Relevance

The main ETF project's objectives of helping the European Commission and the candidate countries to implement the targets and policy proposals in education, training and lifelong learning were achieved. The work of the team resulted in a report "Implementing Lifelong Learning strategies in Europe presenting the situation in ACCs (including Romania) and providing useful recommendations for helping the future reforms in VET. The report was

integrated by DG EAC into an overall assessment. The consultation process served as a stimulus for Romania to prepare policy papers on LLL priorities and prospective (JAP, Adult Training Law, and National Action Plan for Employment). The report revealed some good practices in Romania on LLL for example the development of schools as open training centers.

Added Value

Between 2001 to 2004, Romania adopted important strategic programmes concerning developments in education with a strategy for the development of pre-university education. Many acts have been revised with the view to integrating LLL priorities and principles: this is the case with education acts or more specific acts covering different components such as higher education and VET (for example VET for Adults Act (Romania in 2002). In addition, policy documents aimed at preparing for the European Employment Policy and for structural funds made reference to LLL(for example the National Action Plan for Employment or the Romanian Strategy for the Development of Pre-university Education (2001-2004 revised in 2002. Support provided for lifelong learning is one of the proposed types of measures included in the Romanian National Development Plan (2004-2006). The Romanian Strategy for the Development of Pre-university Education (2001-2004 revised in 2002) envisaged that the competencies recommended by the European Commission's Memorandum on Lifelong Learning and the "Detailed Work Programme on Education and Training 2010" to be integrated in the national curriculum. The decisions were made at the end of 2002 with a phased implementation until 2007.

In Romania, LLL financing operates at local level under the regular funding mechanisms set up for the different components of the education and training systems.

Effectiveness

Romanian social partners had the opportunity to be actively involved in the consultation process. They become aware of the EU LLL initiatives as well as the importance of the importance of their role in the LLL reforms and actions. This was the opportunity for disseminating information at national level and to use it when preparing the national strategy and reports focused on LLL.

The survey carried out prior to the report helped to structure country progress reports and provided a very useful overview on the problem faced by VET reform when referring to LLL initiatives.

Impact

The consultation process on the Memorandum on LLL had a positive and clear impact in Romania, in particular in relation to the preparation for implementation of the European employment guidelines. As a follow-up to the consultation process on the memorandum on LLL, Romania achieved very good results in the sphere of institutionalization of LLL issues.

The NAE's regional adult training centres were set up and are currently supported to become occupational assessment centres using the COSA experience.

Local committees for the development of social partnership in VET were set up at regional or local level with the view to organising better cooperation between all players and to develop the role of existing schools or universities in LLL programmes. The National Adult Training Body was also established. Following the recommendation of the Memorandum on LLL, Romania introduced in December 2003 a flexible model for the design and development of a skill-focused and modular curriculum for all types of schools (apprenticeship training schools, high schools). Core skills included the skills recommended by the Memorandum on LLL and 'The Detailed Work Programme Education and Training 2010' and refer to communication in a modern foreign language, computer literacy and information processing, individual development for performance attainment, team work, the transition from school to the world of work and entrepreneurial skills.

8.2. Implementation of cooperation programme with Cedefop

Objectives	To assist the involvement of candidate countries in EU VET policy development before they accede so that they can be fully involved in Cedefop activities after accession
Main results	<ul style="list-style-type: none"> ▪ Road map to the network of ReferNet developed: ACCs became aware of, and actively participated in, EU and Cedefop activities; ▪ Capacity built through action research initiatives in knowledge based societies development, adult learning, NQF and teacher training
Period	2001-2006
Budget	10466 Euro
ETF Role	To prepare CCs for full participation in Cedefop activities when they accede
Contractor	

Cedefop and ETF have complementary expertise. Cedefop benefits from ETF experience in the candidate countries and ETF uses Cedefop as a resource for information and best practice in the EU. A Framework for Cooperation between the two Agencies was agreed upon in 2001 setting out the scope, principles, priorities and modalities for their cooperation. The cooperation aimed at preparing the acceding and candidate countries for accession in particular at:

- familiarising key Romanian's stakeholders with EU VET policies;
- preparing Romania for full participation in Cedefop's main projects and networks by the time of accession. To achieve this objective ETF and Cedefop established in 2004 a roadmap for Romania's EU accession, which was completed in December 2006 when ETF officially handed over the Romanian Dossier to Cedefop;

- delivering updated report and analyses to EU Commission and DG Employment on VET developments and reforms in Romania.

To evaluate the progress made on the overall joint work programme, the agencies set up in 2002 a joint working group. The group met twice a year.

ETF and Cedefop complement each other in the EU technical working groups set up by the Commission. The two agencies work together in a number of areas such as LLL, transparency of qualifications, quality in VET, guidance and counselling and Cedefop's Teachers and Trainers network (TTnet).

In 2003-2006 the cooperation continued in the framework of the project summarised in the table below.

Activities that include the implementation of a programme of cooperation with Cedefop and Eurydice

Project objectives: Implementation of cooperation programme with Cedefop and Eurydice

Main results for Romania: Romania collected information on eLearning;

Period : 2003

Budget: € 877.85

ETF role: ETF activity with involvement of RNO

With RNO support, ETF collected information on eLearning for updating the Eurydice and Cedefop's databases.

Activities that include the implementation of a programme of cooperation with Cedefop

Project objectives: Acceding and candidate countries aware of, and actively participate in, EU and Cedefop activities in the field of vocational training through concerted action by ETF and Cedefop

Main results for Bulgaria, Romania and Turkey: Bulgaria, Romania and Turkey are familiar with Cedefop networks and activities;

Period : 2004-2005

Budget: 13736,64 Euro

ETF role: ETF activity with involvement of RNO

Activities which include the implementation of a programme of cooperation with Cedefop

Project objectives: Road map to the network of ReferNet

Main results for Romania: Romanian country dossier was delivered to Cedefop during the seminar organized in December 2006 at Cedefop;

Period : 2006

Budget: 18858 Euro

ETF role: ETF activity with involvement of RNO

Representatives of the Romanian authorities participated in conferences, events and seminars organised by Cedefop and ETF, in particular: Agora conference, annual ReferNet meeting, TTnet annual meeting, Skillnet workshops and seminars focussing on social dialogue and sectoral approaches. Articles about Romanian VET reform were delivered and published by Cedefop Info and European Journal. As a consequence of the technical support of the two agencies, Romania adopted the European CV (EUROPASS documents and procedures adopted and translated into Romanian language), adopted the National Qualification Framework, the Apprenticeship law and set up sectoral committees.

Close contact and cooperation was ensured between Cedefop Study Visit Programme, the TVET Centre and ETF experts.

ETF has supported Romania (as well as Bulgaria, Turkey and Croatia) to prepare its contribution for the Cedefop's Maastricht study in 2004 at the request of the EU Commission. Afterwards, based on the conclusions and recommendations of the Maastricht Communiqué (Dec 2004), Romania, having the technical support of ETF adopted important documents and programmes in VET (like EUROPASS, National Qualification Framework, Credit Transfer, etc) In 2006, Romania was invited to participate actively in several EU clusters focused on: higher education, teacher and training, social inclusion and learning outcomes, human resources in higher education, key competencies and learning outcomes.

Relevance

Cedefop's collaboration with ETF started in 1997 and aimed at facilitating ETF's and Romanian's main stakeholders' use of Cedefop as a resource on EU VET issues and for knowledge sharing on best practices in EU Member States. The National Observatory was invited to start working with Cedefop (in particular ReferNet). This included the collection of information for Cedefop's bibliographical database (VET-Bib which refers to the publications in VET in Romania, VET-Institut for the institutions for VET in the country), for Cedefop's institutional database as well as the supply of new items to Cedefop's information services. ETF was providing technical support and assistance to Romania for preparing its VET system and labour market policies to be in line with EU VET policies. ETF managed to successfully ensure the integration of Romania into EU policies and Cedefop's main projects.

Added Value

According to Cedefop, the ETF-supported RNO has been an entry point for it in Romania. Without the RNO, Cedefop would have had to more intensively engage with key stakeholders and have had to invest in forging partnerships with them. With ETF support, Cedefop managed to make itself known in Romania by contributing financially and

technically to events, conferences and seminars organised by ETF, by Romanian Authorities and main stakeholders.

Romanian experts participated in several of Cedefop's study visits helping them to increase knowledge sharing and networking. ETF financially supported the participation of Romanian experts to several meetings and study visits organised by Cedefop, in particular, during the periods when PHARE budgets were not available.

Effectiveness

Romania gradually became involved in cooperating with Cedefop. The activities including conferences and seminars organised by the ETF in which Cedefop participated provided an opportunity for Romanian representatives to participate in mutual learning initiatives and learn more about the goals, principles, methods and activities of Cedefop. With ETF assistance, the Romanian National Observatory started submitting data according to Cedefop requirements and following the invitation by Cedefop, it participated as an observer at the annual and regional ReferNet meetings. The described activities as well as the interviews in Romania confirm that the process of familiarisation was progressing well over the years and finished once Romania became a full EU member state. According to Cedefop, Romanian authorities especially the RNO have responded in a timely manner and participated well in activities. In such activities, the involvement of Romanian representatives (government representatives, experts as well as social partners) increased in the last 3 years. Cedefop's Refernet held a meeting in Romania in February 2007 in collaboration with RNO. There the main activities that Refernet was performing were discussed.

Impact

The main achievement of the cooperation between the two agencies is the success in the exit-entry strategy for Romania. Romania has been provided with information on the activities of the networks on thematic issues managed by Cedefop and has shared information about its VET systems with member states. The efficient cooperation between ETF, Cedefop and Romanian authorities helped build expertise capacity through action research initiatives in knowledge based societies development, adult learning, sectoral committees, EUROPASS, NQF and teacher training. At the time of accession Romania was ready to fully participate in Cedefop structures and networks in the same way as member states.

Cooperation contributed to both organisations' access to information on Romanian VET system and EU ones. This helped experts from EU organisations as well as Romanian key stakeholders to work better in full complementarity and synergy. Similarly, the knowledge sharing activities and the participation of ETF staff and Romanian experts in Cedefop's research and other thematic initiatives contributed to expertise development and awareness of the discussions on EU developments in the framework of the "Education and Training 2010" programme.

4.2. CASE STUDIES

A detailed description of the case studies can be found in the chapter with the individual projects and the Annex with case studies.

4.2.1. Institution Building in Romania 2002 - 2005

- The Institution Building projects demonstrate capacity of Romanian stakeholders to support an integrated strategy for HRD including further enhancement of the role of social partners at local and sectoral level, operationalisation of national CVT policies, review of national qualifications framework as well as an effective use of the funding available through the European Social Fund..

See P3 and Annex 6

4.2.2. Romanian country monograph on VET and employment services

- The country monograph on vocational education and training and employment services which provided a baseline for assessing the progress on implementing the priorities identified in the Joint Assessment Paper on Employment Policy (JAP) agreed between the government of Romania and the European Commission.

See P4 and Annex 6

4.2.3. The Romanian National Observatory

- The Romanian National Observatory represents a good example of capacity building in Romania and the development of information, analysis and services in close collaboration with local experts.

See P7 and Annex 6

4.3. OVERALL EVALUATION

Basic information

ETF mission

The ETF mission, as stated in the annual reports of the earlier years (1998 – 2000), was to support the reform of vocational education & training and management training in partner countries. From 2001 onwards, the principal role of the Foundation was to respond to requests for support from the European Commission. This included support to the programming, identification, monitoring,

	evaluation or dissemination stages within the context of project cycle management
ETF Objectives	<p>To respond to needs articulated by Commission services especially in relation to programme design and implementation, institution building, and policy dissemination. Actions into which objective is translated:</p> <ul style="list-style-type: none"> ▪ provision of expertise and information in the pre-accession financial assistance programming cycle in Romania ▪ provision of analytical input at the request of DG Enlargement in the process of monitoring the implementation of the priorities identified in the JAP for employment policy as well as in the planning and preparation for the ESF ▪ update the ETF 'Review of progress in vocational training reforms for Romania' (an input to the regular annual reports by DG Enlargement) ▪ reinforce ETF funded support for institution building in the field of human resources development in Romania in cooperation with EU assistance programmes.
Evaluation period	1995-2006 - In line with the ToR, the evaluation will focus on the period 2001-2006 and in particular on ETF's contribution to the accession process.
ETF main partners	The Commission services, Romanian Ministries (MoER, MoLSSF)

4.3.1. Relevance

S52. ETF helped to identify the real problems and needs of the main stakeholders in Romania by undertaking preparatory activities such as policy assessments, sector reviews, feasibility studies, organizing seminars and workshops and incorporating the findings into input for the ToRs of reform programmes initiated by the Commission under the Phare programmes and for its own initiatives. ETF activities were designed, planned and developed in close relation with the agenda and priorities of the Commission services (mainly DG Enlargement, Employment and EAC) and main stakeholders. ETF's advantages are complementary to the needs and capacity of Commission services and are recognised accordingly. They should be capitalised on more by ETF but this requires a clearly defined strategy to promote them effectively. The ET is of opinion that the Foundation is too reliant on the credibility of individual staff rather than the ETF organisation as whole.

S53. Where the EC or Romania lacked the capacity or resources, ETF has assisted the process of reform in Romania by lending its expertise and resources. This has also meant however that it becomes difficult to see how the multifarious activities undertaken by ETF build upon one another and build towards the overall objective. On the other hand, it could be argued that ETF has remained within a certain mandate. It

could, for example, have attempted to tackle issues such as unemployment or social benefits, environmental concerns associated with VET or child labour, but has instead remained focussed on certain key issues such as attempting to engage social partners or improving capacities of VET schools.

- S54. ETF has shown itself to be responsive to customer and client needs. ETF activities corresponded to the needs of the Commission and Romanian main stakeholders. ETF activities were designed, planned and developed in close collaboration with the agenda & priorities of key stakeholders in education, training and labour market policies (Ministry of Education, Ministry of Labour, Agency for Employment, National Adult Training Board, EC Delegation) so as to match the country's needs and level of development keeping in view accession. ETF's activities targeted the right beneficiaries at all levels, mainly central level (Ministries of Education and Labour, National Employment Agency, National Adult Training Board), but also at sectoral level (social partners in different economic sectors) and, sometimes, regional and local levels. As far as the EC Delegation is concerned, ETF covered areas that could not be supported by Phare assistance or for which the right expertise could not be found.
- S55. During the years, 1996-2001, ETF was very important for the Romanian Ministries to support VET policy development, through provision of information, knowledge and training. ETF responded to particular needs expressed by the ministries but also provided information to the VET managers on developments at EU level drawing attention to what could be considered for adoption. ETF opened the discussion on VET reform in Romania and brought the different ministries and social partners together which was very new for the country. During the years 2004-2007, Romania participated in working groups other than those fostered by ETF, and information and support was also received from organisations other than ETF.

4.3.2. Added value

- S56. A consistent theme from this evaluation is that ETF's main strengths are perceived by its stakeholders to lie in a package of expertise that includes networking and facilitation, continuity of expertise, local knowledge, good administration skills and ETF's corporate memory of VET reform and labour market policies in partner countries, and Commission policies and procedures. It is for these strengths that ETF is most valued, more than for its purely technical VET expertise.
- S57. DG Enlargement had a direct interest in ETF's activities in Romania because of the Phare programme. From 1995 until 2000, ETF's role was more concerned with project management and administration. ETF's role as a provider of technical expertise in the specific fields related to human resource development, in particular VET and employment policies, has been crucial in DG Enlargement's work on programming financial assistance to Romania. From 2000 onwards, ETF shifted focus of its activities in Romania from programme management support towards institution-building and

social and economic cohesion and to preparing Romania for the European Social Fund and for participation in Cedefop activities. The specialist reports and review of progress in VET reform, as an input to the regular progress reports of DG Enlargement, were considered of good quality and very useful tools in the assessment of the overall progress. Guidance in programme development for Structural Funds was useful for the beneficiaries.

- S58. DG Employment perceived the main strength of ETF lying in its provision of technical support. ETF supported DG Employment with specific information and data that often could not be found in official databases. In particular, information on VET strategies and development, statistics, specific data gathered through surveys and commenting on reports helped DG Employment with preparing the JAP. The information and analysis helped to set the direction for the structural fund. The positive changes were influenced by a good combination of local commitment and knowledge and additional support and direction given by ETF. The various studies, such as the country monograph, were prepared in close consultation with the national stakeholders in a very professional manner and were very useful for assessing the country position and the policy developments.
- S59. The Romanian stakeholders appreciated ETF's input. An overview of ETF's progress reports clearly shows that it has done a whole host of activities from writing up TORs on the request of the EC, giving comments on papers and reports, managing projects, piloting innovative activities, building linkages, helping establish working groups and steering committees and establishing national observatories. In particular, the local knowledge and continuity of expertise is an ETF asset appreciated by the Commission as well as by Romanian stakeholders. Projects and activities implemented in the country are interlinked, feed into each other as well as into EC programmes and build on the achieved results. In this way, the efficiency of each particular intervention is definitely increased.
- S60. A number of studies undertaken by ETF or with its assistance were pioneering ones in that a consolidation & analysis of such data on VET had previously never been undertaken in Romania e.g. the Employment Background Study. These studies contained immense information, which provides useful insights into the state of VET and associated issues in Romania. Cedefop, for example, states that some of the reports were used by its experts when preparing cross-country analyses and policy reports. ETF also played a pivotal role in experience sharing between Romania, EU member states, acceding and candidate countries through study tours, seminars and cross-country studies.

4.3.3. Effectiveness

- S61. The views of partner country stakeholders, as reflected in stakeholder survey (questionnaire) and those met during interviews (see Annex 9) are largely positive. 95%

of the consulted main stakeholders participated in the survey agreed that ETF has made a significant contribution to the VET reform process and Romanian accession progress. 83% agreed that the Foundation acts as an effective catalyst in the development of policies and methodologies.

- S62. Some studies have been quite effective in being accepted by the Romanian authorities e.g. the Country Monograph. However, in this successful achievement as in many other cases, ETF has not been able to document and publicise such successful outcomes and impacts. ETF documents are full of descriptions on activities and inputs, but there is virtually nothing on its accomplishments. This has also been a missed opportunity to document lessons learnt which could be shared internally within ETF and amongst others. Some documents such as the Monograph have been translated into Romanian and disseminated, while others such as the Skills Audit Survey have not.
- S63. ETF effectively supported institution building in the field of human resources development in Romania. ETF enhanced the capacity of national and regional staff to plan and design HRD projects. Stakeholders and social partners, involved in the ETF supported projects or activities improved their level of understanding, expertise and willingness to cooperate.
- S64. According to representatives of the MoER and NCTVET, the greatest achievement of ETF was the creation of the RNO. For the first time, an EU agency had a permanent contact with the country and could act and assess independently policies or strategies implemented by national authorities. RNO worked with a pool of qualified experts, prepared analyses and statistics and could articulate with the ministries that there was a problem in certain areas. MoER consulted RNO in areas beyond those directly related to ETF activities and sought from it information and studies. The RNO produced reports such as the monograph which added value when it came to programming.
- S65. ETF has been able to bring the Romanian ministries of labour and of education closer together and work in a more coordinated manner. This is acknowledged by both ministries and other stakeholders. Similarly, it has helped foster closer coordination between institutions such as NCTVETD and NATB, both of which work on VET albeit targeting different groups. ETF's effectiveness however may have been dampened because, while it integrates its efforts very well with the EC, coordination existed to a lesser degree with other donors such as the World Bank or OECD.
- S66. The fact that in 10 years there have been only two country managers for Romania has ensured that there has been effective dialogue and continuation of processes. Added to this the EC Delegation Desk Officer was also the same person for an extended period of time. This is in comparison to other ETF target countries where the duration of responsibility of country managers in some cases has only been of a few years and there has been a more rapid transfer of responsibility from one manager to the next. At the same time, ETF is a small organisation when one looks at the number of countries it works in and its mandate. The country manager is generally the key person to interact with the country and other experts in ETF often assisted her/him, however, they usually have responsibilities across a number of countries and thus could not focus exclusively

on Romania. It is not possible thus for one person alone to bring about large change when the issues are many and the stakeholders are numerous. Seen in the context of this constraint in human resources, ETF's achievements have been considerable.

4.3.4. Impact

- S67. At policy level, ETF's efforts enabled Romanian stakeholders to better grasp the concept of VET reforms and the reasons behind them, as well as the capacity to undertake such reforms. According to the RNO, for ETF, this exercise was in itself learning and growing experience as the organisation moved from merely bringing in ideas and models from outside to creating national capacities to undertaken policies and reforms, suited to the Romanian context. A similar view is voiced by the NATB which stated that ETF activities were focussed on the finding the Romanian ways for meeting the Lisbon objectives and on correlation of the NQF with the EQF.
- S68. ETF supported activities had a positive influence on policy development and assessment processes at national level. However, ETF activities were not decisive in terms of VET policy development in line with EU acquis. ETF mainly complemented activities undertaken by others aimed at Romania's accession. ETF contributed to Phare VET programmes reforming the IVT and CVT system, national strategies and programmes on Human Resources Development. ETF also contributed to the evaluation of national soft acquis initiatives (i.e. Lisbon strategy, National Qualification Framework) and capacity building in the area of ESF-type programmes' evaluation, accreditation of training providers, development of sectoral committees, policies in apprenticeship training, and the creation of new institutions and legislation.
- S69. Personal contacts, networking and facilitation and fostering exchange of experiences can be seen as real value added by ETF in the majority of projects. ETF task managers responded well to the integrated approach favored by Romania; they accepted and transferred proposals into practice. However, because the contact with the ETF task managers was good, the main Romanian stakeholders, in common with the DGs and EC Delegation, see ETF's expertise as being individual-based rather than corporate. The establishment and maintenance of inter-institutional dialogues however are very important to have the reform measures endorsed by the decision makers. Task managers are not involved in direct contact or discussion at the appropriate ministerial level. ETF directorate visited Romania in the very beginning, and it was important to have discussions on the level where policies are made.

5. CONCLUSIONS AND MAIN RECOMMENDATIONS

S70. In accordance with the Terms of Reference Contract CON/06/ETF/0031/32/33, assignment number 2 project number WP06-73-02 the evaluation team used criteria developed by the OECD Development Assistance Committee and applied by the European Union: relevance, added value, effectiveness and impact. As a general observation, most respondents were eager to share their experience of working with ETF in the process of VET reform and Romanian accession to the European Union, as well as their critical remarks (not only regarding ETF, but also in self-reflection).

5.1. CONCLUSIONS WITH RESPECT TO THE INDIVIDUAL PROJECTS

Relevance of activities to the country's needs and priorities and to EC objectives	Conclusion
To what extent have ETF activities been consistent with EC priorities and policy and strategy papers in Romania?	<p>Main stakeholders and Commission services confirmed that preceding the design of the work programmes, consultations took place so that the ETF projects and other activities would be appropriate for the EC's and countries' needs.</p> <p>The targets were well chosen according to the type of intervention, and ETF activities fully matched the priorities of the Commission and country's needs and level of development in view of accession. ETF contributed to the Phare, VET system reform (IVT/CVT) HRD strategies and VET programmes</p> <p>As it functions in practise, the cooperation between ETF, the Commission services and main stakeholders seems more based upon a good personal relationship between individual task managers and individual staff of the Commission services of DG Employment, DG Enlargement and Romanian stakeholders.</p>
Value-added of ETF support concerning the reform process in Romania	Conclusion
To what extent has ETF contributed to an enhancement of expertise, knowledge, stakeholder	The country monograph and other VET reports provide a baseline for assessing the progress of implementing the priorities identified in the Joint Assessment Paper on

involvement, networks and dialogue between VET stakeholders in preparation for accession

Employment Policy (JAP) agreed between the government of Romania and the European Commission.

The specialist reports and review of progress in VET reform as an input to the regular progress reports of DG Enlargement were of good quality and very useful tools in the assessment of the overall accession progress of Romania. The production of the reports brought together a very efficient international team as well as Romanian stakeholders, RNO's experts, social partners etc. In addition, new methodologies introduced by ETF were used for the first time in Romania or their institutions such as peer reviews.

The efficient cooperation between ETF, Cedefop and Romanian authorities helped build expertise capacity through action research initiatives in knowledge based societies development, adult learning, sectoral committees, EUROPASS, NQF and teacher training. At the time of accession Romania was ready to fully participate in Cedefop structures and networks in the same way as member states.

Effectiveness in terms of how intended outputs and results were achieved

Conclusion

To what extent has ETF contributed to the VET and related LM reforms and policy development

Just over 40% of the respondents felt that felt that ETF activities led to a change at the policy level in line with EU acquis. ETF support has been effective because the task managers had long lasting working relations with the stakeholders, were familiar with the specific local needs and therefore able to respond effectively at targeted requests.

ETF influence was limited due to the magnitude of the activities, the amount of resources and because other factors are of influence. The ETF projects were small-scale projects with a limited capacity to have wide coverage. The number of events, people involved and publications were limited. More events and a larger capacity to cover more people for training could have improved effectiveness.

Identify and assess the impact of ETF role, activities and presence in Romania

Conclusion

To what extent has ETF effectively and efficiently supported the European Commission project cycle

Just under 40% of respondents felt that ETF-supported activities had an impact on changes at the policy level i.e. reform of VET policy development in line with EU

and preparation to ESF in Romania? *acquis*. Others stated that ETF could not have contributed in a decisive manner to Romania's accession as there were many other factors involved.

Interviews with stakeholders confirmed that ETF interventions in Romania for Institution Building in preparation for accession and in particular for ESF were seen as relevant for the needs of Romania in the process of accession but also for their own organizational needs

ETF and Cedefop main achievement of the cooperation between the two agencies is the success in the exit-entry strategy for Romania. Romania has been provided with information on the activities of the networks on thematic issues managed by Cedefop and has shared information about its VET systems with member states.

ETF staff capacities	Conclusion
Professionalism - do ETF staff demonstrate communication skills, administration skills, commitment and networking skills - do ETF staff demonstrate VET and labour market expertise, local knowledge, expertise input and research capacity	ETF task managers demonstrated VET and labour market expertise, local knowledge, expertise input, commitment and sound communication, administration skills and networking skills. From the point of view of the project management, a more rigorous use of PCM and logical framework principles could have improved effectiveness as well as increasing impact and potential for sustainability. Often, verifiable indicators of achievement, or the means for verifying them were not properly designed or consistently defined.

5.2. CONCLUSIONS WITH RESPECT TO THE OVERALL EVALUATION

Relevance of activities to the country's needs and priorities and to EC objectives	Conclusion
To what extent have ETF activities addressed the priorities of Romania in VET and related LM reforms as a candidate country?	The overall conclusion of the assessment is that the ETF's role as a provider of technical expertise in the specific fields related to human resource development, in particular VET and employment policies has been crucial to the Commission work on programming financial assistance to Romania. ETF enhanced the understanding of public administrators on ESF policies

and implementation requirements.

To what extent have ETF activities been consistent with EC priorities and policy and strategy papers in Romania?

ETF responded to particular needs expressed by the Romanian Ministries and also provided information to the VET management on developments at EU level drawing attention to what could be considered

ETF activities were designed, planned and developed keeping in view the agenda and priorities of key stakeholders in the education, training and labour market policies so as to correspond to the country's needs and level of development with regard to accession.

Value-added of ETF support concerning the reform process in Romania

Conclusion

To what extent has ETF contributed to the improvement of information analysis concerning VET and VET related labour market issues?

Commission services and Romanian stakeholders confirmed that ETF recommendations had added value in some essential aspects of human resources development by, for example, involving social partners and defining roles and structures of social partnerships.

A consistent theme from this evaluation is that ETF's main strengths and real added value are perceived by its stakeholders to lie in a package of tailor made expertise support on VET and LM related areas related to reform and accession. This includes networking and facilitation, continuity of expertise, local knowledge and good administration skills. ETF's corporate memory of VET reform and labour market policies in partner countries and Commission policies and procedures is appreciated. It is for these strengths that ETF is most valued, more than for its purely technical VET expertise.

To what extent has ETF contributed to an enhancement of expertise, knowledge, stakeholder involvement, networks and dialogue between VET stakeholders in preparation for accession

Stakeholders and social partners, involved in the ETF supported project or activities improved their level of understanding, expertise and willingness to cooperate. The establishment and maintenance of inter-institutional dialogues however are very important to have the reform measures endorsed by the decision makers.

Effectiveness in terms of how intended outputs and results were achieved

Conclusion

To what extent are co-ordination structures improved (between ministries, departments,

ETF initiated the discussion of VET reform in Romania and brought the different ministries and social partners together which was very new for the country. The

governmental bodies and donor organisations?	stakeholders learned from ETF that is important to stay together; this was important because it was not in the Romanian culture and it depended much on personal contacts
To what extent has ETF contributed to the VET and related LM reforms and policy development	ETF supported activities had a positive influence on policy development and assessment processes at national level. ETF contributed to Phare VET programmes reforming the initial VET system in Romania, CVT reforms, national strategies and programmes on human resources development, accreditation of training providers, development of sectoral committees, policies on apprenticeship training, development of a national qualifications framework and creation of new institutions and legislation.

Identify and assess the impact of ETF role, activities and presence in Romania

Conclusion

To what extent has ETF effectively and efficiently supported the European Commission project cycle and preparation to ESF in Romania?

Positive remarks were given on the impacts of the ETF interventions and projects, in that these have changed the way of thinking (paradigm shift): "reform spreads like a benevolent virus". The VET reform process has to deal with people desiring change, as well as people resisting change and those who are ambivalent.

The ET supports the opinion expressed by external experts in similar evaluations² that ETF should research and document what comprises its expertise package as seen by key customers and clients, and market this as part of the Foundation's new strategy. This strategy should focus in particular on how ETF can best play its role as a catalyst and policy adviser in the partner countries.

Are there any new VET policies and strategies developed resulting from the VET projects?

ETF supported activities had a positive influence on policy development and assessment processes at national level. ETF activities were not decisive in terms of VET policy development in line with EU *acquis*, ETF mainly complemented activities, undertaken by others, aimed at Romania's accession.

ETF staff capacities

Conclusion

Professionalism - do ETF staff demonstrate communication skills,

ETF's main strengths are perceived by its stakeholders to lie in a package of expertise that includes networking

² ITAD, Lion House, Ditchling Common, Ditchling HASSOCKS, West Sussex, BN6 8SG
United Kingdom External evaluation European Training Foundation - November 2002

administration skills, commitment and networking skills	and facilitation, continuity of expertise, local knowledge and good administration skills. It is for these strengths that ETF is most valued, rather than for its purely technical VET expertise
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Expertise- do ETF staff demonstrate VET and labour market expertise, local knowledge, expertise input and research capacity	Information on VET strategies and development, statistics, specific data gathered through surveys and commenting on reports helped DG Employment with preparing the JAP. The information and analysis helped to set direction on what to do with the structural fund. The positive changes resulted from a good combination of the local commitment and knowledge and additional support and direction giving by ETF.
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5.3. THE MAIN RECOMMENDATIONS OF THE OVERALL EVALUATION

Relevance of activities	Recommendation
To what extent have ETF activities been consistent with EC and national authorities' priorities, policies and strategy in Romania as a candidate country?	<p>ETF should strengthen its institutional relation with the Commission services and main stakeholders in the partner country. Better coordination at organisational level and more awareness raising in partner countries of the ETF status as an EU Agency and its relationship with the EU Commission will strengthen the position and credibility of ETF as a centre of expertise in the field of VET and labour market in relation to EC programming and support of the accession processes. The risk of not strengthening the institutional relationship with the Commission services is that the ETF becomes a service provider in areas where the technical support will be dispersed in small contributions in numerous fields where the DGs and/or national authorities lack technical VET or labour expertise. This also demands, where possible, representation from ETF directorate at important events in the accession countries.</p> <p>ETF should further consolidate its relation to the labour market and employment side. (Demand side rather than the supply side). A thorough SWOT type analysis of social partners should in future be undertaken and appropriate preparatory steps including sensitization and their awareness raising should be carried out before implementation of main activities with them. Social partners may need guidance on how to develop or reform the structures that represent them at the national and local levels, and this will require time. In Romania, social partners were not properly prepared to take on</p>

their new roles of advising on VET issues as envisaged under ETF activities. One reason for this was historical as they previously were not involved actively in vocational education issues. Another was that in many cases, national institutions with presence at the local level did not exist which could adequately represent a given sector or trade e.g. trade unions or trade associations. This weakened the active involvement of social partners; a deficiency which exists even now. Many sectors do not have representatives based in Bucharest for example or a union is too broad encompassing too many sectors. This could also be the case with ETF's current or future client countries.

Value-added of ETF support	Recommendation
<p>To what extent has ETF contributed to the improvement of information analysis concerning VET and VET related labour market issues?</p> <p>To what extent has ETF contributed to a better dialogue with and between VET stakeholders? To what extent do VET stakeholders perceive a benefit of ETF?</p>	<p>ETF should demonstrate its true comparative advantages better in the development and promotion of its expertise as an EU agency and pursue opportunities for cooperation with the international donor community. All respondents and interviewee agree that the real added value of ETF lies in it capacity of providing tailored support on VET and LM related areas related to reform and accession. This concept is of great importance for other countries currently in the reform or accession process and could be strengthened by actively pursue opportunities for cooperation with the international donor community as part of the strategy to promote ETF as a centre of expertise to other bodies. It is also a means of building the expertise of its staff and the organisation as a whole and to seek additional funding to increase its resources. Care should be taken to ensure that the Commission services are aware of such cooperation, and that a clear dividing line is maintained between ETF's 'centre of expertise' role, and the Commission's lead role in negotiating areas for donor cooperation.</p> <p>ETF capacity to produce specialist reports based upon both the Romanian National Observatory (RNO) and EU expertise has been a successful and appreciated methodology of institution capacity building and networking in the reform and accession process. Romania, as a new member state, is very interested to cooperate and share its experience with the countries from the West Balkans and from the region of the Black Sea. The ETF could offer real support for this as the real added value of ETF lies in it capacity of providing tailored support and transmitting experience on VET</p>

and LM related areas related to reform and accession.

Effectiveness of ETF support	Recommendation
<p>To what extent has ETF contributed to the VET and related LM reforms and co-ordination structures</p> <p>Are the capacities of VET and LM key actors improved because of the projects (design, implementation assessment of projects, development of policies)?</p>	<p>ETF support in Romania has been effective because of the fact that ETF task managers build a long lasting contact and partnership with their counter parts, acquired an in-depth knowledge on the local needs, responded effectively, and targeted requests from the Romanian stakeholders and EU Delegation. ETF may consider housing the country managers within the countries for which the responsible thus improving effectiveness & coordination. Locally based staff would be able to respond to local stakeholders' needs more quickly and would have more time to understand the national context, build linkages and bond with national stakeholders and other donors.</p> <p>ETF should pay more attention and take more initiatives with respect to dissemination, as ETF has been unable to sell its story. Beyond those it directly interacted with it is less known. It appears that currently certain essential material have limited circulation. ETF needs to document its success stories and disseminate them widely; both as a publicity tool and as a learning device for others. In the future, dissemination has to be targeted not only at the key involved ministries (MoLSSF and MoER), but also at a broader range of VET related institutions and NGOs. Such documentation should coherently demonstrate how its various activities have led to the achievement of any given objective. They should be written in an entertaining and concise manner; aimed at new clients as well as institutions and individuals in current member states. A combination of electronic dissemination lists with distribution of hard copies can improve the situation and better meet the expectations of the stakeholders. This is apart from using the dissemination possibilities of the National Observatory. The documentation and dissemination should be an integral part of a marketing strategy that will give great attention to how ETF can best play its role as a catalyst and policy adviser in the partner countries.</p> <p>While designing new interventions ETF has to be more realistic in finding the balance between resources available and planned outcomes, to build the activities along better-estimated time schedules. Rather than involving itself with numerous small projects or responses on Commission Services requests, it is likely more effective to reduce the small though time</p>

consuming activities and concentrate on a limited number of activities of greater strategic importance for system reform or accession support.

The impact of ETF role and activities	Recommendation
<p>To what extent has ETF contributed to the VET and related LM reforms in Romania?</p> <p>What has been the influence of ETF on institutional and legal developments in Romania?</p>	<p>It seems an appropriate strategy if ETF would mobilise more effectively specialist staff in particular expertise or policy areas able to negotiate effectively at policy level. Up to now, ETF staff seems more involved in providing direct technical support in VET and LM areas than in direct policy development. This new staff, other than task managers, should have experience with policy negotiations at higher ministerial level and should be perceived of as higher-ranking ETF senior staff. The task manager's support combined with a stronger visibility of ETF in the country and at critical moments, representation of ETF in the country at Directorate level will positively impact on the policy level in Western Balkan countries and likely others.</p> <p>An increase of impact could also be achieved if ETF document better its success stories and disseminate them widely; both as a publicity tool and as a learning device for others. It appears that currently certain essential material have limited circulation. Beyond those ETF directly interacted with it is less known. In the future, dissemination has to be targeted not only at the key involved ministries but also at a broader range of VET related institutions and NGOs.</p> <p>ETF capacity to produce specialist reports based upon the Romanian National Observatory and EU expertise has been a successful and appreciated methodology of institution capacity building and networking in the reform and accession process. Romania, as a new member state, is very interested to cooperate and share its experience with the countries from the West Balkans and from the region of the Black Sea. The ETF could offer real support for this. The National Observatory combines expertise from different Ministries that often do not effectively communicate and forms therefore a good platform for bringing different stakeholders together on common reform issues, the relation with ETF assures an EU brand mark and access to EU knowledge, experience and expertise. ETF could also be a facilitator to extend similar cooperation to other acceding countries</p>

ETF should emphasise its true comparative advantages better in the development and promotion of its expertise as an EU agency, being a source of highly specialised expertise in VET. These attributes match the goals of ETF's 'centre of expertise' strategy, which are to provide analysis and advice on current initiatives and future needs in partner countries, facilitate contact between key actors, disseminate information on EU best practice, and channel offers of co-operation from donors and other international bodies. Its statutory objective is promotion of vocational training and pursuing the above avenue would fulfil this.

ETF staff capacities	Recommendation
<p>How effective were the project management structures?</p> <p>To what extent do ETF staff capacities demonstrate professionalism, VET and Labour market expertise , local knowledge communication skills, administration skills, networking skills and expertise input</p>	<p>From the point of project management the ET recommends ETF to use more rigorous project cycle guidelines based upon the logical framework as a primary set of project design, management tools, as these are meant to support national authorities and stakeholders, and other organisations who are engaged in design and delivery of EU supported projects. This will ensure a more systematic and standardised approach and greater coherence with EuropeAid's evaluation strategy.</p> <p>ETF projects should derive from an appropriate balance between EC development priorities and the partner countries development priorities and therefore have not only clearly identified stakeholders but also clearly defined co-ordination, management and financing arrangements and monitoring and evaluation systems to support performance management.</p> <p>While designing new interventions ETF has to be more realistic in finding the balance between resources available and planned outcomes, to build the activities along better-estimated time schedules. ETF should actively pursue opportunities for cooperation with the international donor community as part of the strategy to promote ETF as a centre of expertise to other bodies, and as a means of building the expertise of its staff and the organisation as a whole and to seek for additional funding to increase its resources. Care should be taken to ensure that the Commission services are aware of such cooperation, and that a clear dividing line is maintained between ETF's 'centre of expertise' role, and the Commission's lead role in negotiating areas for</p>

donor cooperation.

It appears to be useful for ETF's information system³ and administrative procedures to develop separate country files accumulating the history of ETF interventions in a particular country. This would allow for more long-term transparency of the activities implemented, provide a possibility to assess more easily the achieved results and adjust the activities when needed. It is essential that the ETF country managers regularly update these country files. Such country files could contain information on:

- country specific projects and initiatives (with relevant project information: dates of implementation, objectives, participating institutions, ETF staff involved with reference to the implemented projects and initiatives and contact details budget, main project results, etc.); as well as relevant evaluation and monitoring reports
- multi-country projects in which particular country participated (details on the involvement of this particular country; what this cross-country project meant for this particular country; country institutions and experts involved, country specific results achieved). Currently this type of information is the most difficult to find out, but as the majority of ETF initiatives have a cross-country character, the country specific outcomes of such initiatives have to be more transparent and visible;
- list of country experts (maybe with short CVs) and institutions involved, with a reference to projects and initiatives, and their contact details; lists of local project participants, trainees, etc and feedback information from the target institutions, target groups, project participants, trainees, local experts, etc and key information on the National Observatory: activities, staff & projects assigned by ETF to NO; etc;

Accepting ETF limited resources, ETF should actively pursue opportunities for cooperation with the international donor community as part of the strategy to promote ETF as a centre of expertise to other bodies, and as a means of building the expertise of its staff and the organisation as a whole and to seek additional funding to increase its resources. Care should be taken

³ Suggestions for improving ETF information system can be found in different external evaluation studies commissioned by ETF .

to ensure that the Commission services are aware of such cooperation, and that a clear dividing line is maintained between ETF's 'centre of expertise' role, and the Commission's lead role in negotiating areas for donor cooperation.

ANNEX 1

TERMS OF REFERENCE EXPERT PROVISION

Framework Contract CON/06/ETF/0031/32/33
Assignment number: 2

SUMMARY TABLE

Project number:	WP06-73-02
Project title:	Evaluation
Assignment:	Evaluation of ETF's contribution to Romania's accession process to the European Union
Start/end date of the Activity:	27 November 2006 – 31 May 2007
Maximum budget available:	Euro 77.000
ETF persons in charge:	Outi Kärkkäinen

1. BACKGROUND

1.1. Generic Background

Established in Turin, Italy, in 1994, the European Training Foundation (ETF) assists its 30 partner countries in developing high quality systems for human resources development. The ETF's role is to share expertise and advice on policies in education and training across regions and cultures. Working on behalf of the European Union, the ETF helps its partner countries to develop people's skills and knowledge to promote better living conditions, active citizenship and democratic societies that respect human rights and cultural diversity. For further information, please see www.etf.europa.eu

1.2. Specific Background

ETF works in Romania since 1995 when ETF started to manage some larger scale EC Phare VET programmes in Romania. Since 2001 ETF supports the EC project cycle in VET/LM related programmes but also implements some of its own information and analysis, capacity building and networking projects in Romania aiming at facilitating the accession process in the field of education and training and related employment policies.

ETF has aimed to contribute to this process at several levels:

- Policy development support
- Administrative and organisational capacity building
- Open method of cooperation
- Stakeholder cooperation
- Social dialogue and participatory approach
- Soft *acquis* such as Lisbon strategy, qualifications framework, sectoral approaches with social partners and European Social Fund preparation

In practice this has been done within the three categories of activities:

Support to the European Commission (EC):

- Supporting the EC in the Phare project cycle
- Supporting the EC in JAP monitoring
- Facilitating the exchange of knowledge, good practice and experience with EU Member States
- Dissemination of the Copenhagen process by seminars, capacity building workshops etc.
- Peer Review of the implementation of VET policy

Provision of Information & Analysis and Capacity Building:

- Setting up and support of a National Observatory
- Country reviews of the progress of VET reforms
- Enhancing the ability to implement and evaluate ESF: seminars, conferences, study visits

Development Projects/Innovation & Learning:

- Cooperation activities with Cedefop: awareness raising activities, joint projects

Further information on ETF activities in the two countries will be provided to the contractor at the beginning of the assignment.

The evaluation will cover all the ETF activities and projects in Romania with clear **focus on 2001-2006 and ETF's contribution to the accession process.**

2. OBJECTIVES OF THE ASSIGNMENT

The objective of these Terms of Reference is to contract a team of experts to carry out an evaluation of ETF's contribution to Romania's accession process to the European Union.

The objective of the evaluation is to provide ETF with an objective assessment of its activities in Romania in terms of relevance, added value, effectiveness and impact as regards Romania's system level HRD reform. In particular the evaluation will address adoption of education and training and related employment policies and soft *acquis* within the overall process of EU integration.

3. EXPECTED RESULTS

- An objective final evaluation report drafted by the evaluation team and published on the ETF Website
- A feedback seminar open to all ETF staff in Turin to disseminate and discuss the findings and recommendations of the evaluation.

Following the completion of this project, **ETF** will prepare a publication of ETF in **Bulgaria and Romania** on the basis of the Evaluation of ETF Activities in Bulgaria⁴ completed in 2005 and the final evaluation report of this project.

4

[http://www.etf.europa.eu/web.nsf/0b48b8b071a6e703c12570c1002fa98d/aac5d8eb09edcf03c125717e00444b37/\\$FILE/PME_Bulgaria+Evaluation_05_EN.pdf](http://www.etf.europa.eu/web.nsf/0b48b8b071a6e703c12570c1002fa98d/aac5d8eb09edcf03c125717e00444b37/$FILE/PME_Bulgaria+Evaluation_05_EN.pdf)

4. ACTIVITIES

The basic approach of the evaluation will consist of:

- Collection and analysis of data (both quantitative and qualitative)
- Definition of detailed evaluation questions against the evaluation criteria
- (Semi-structured) interviews and observation
- Feedback questionnaire to ETF services' and activities' beneficiaries and collaborators in Romania

Four key evaluation criteria will be applied to the assessment of ETF intervention at the country level: relevance, added value, effectiveness and impact.

The emphasis will be on the **impact** ETF has had on the Romania's accession process to the European Union as regards Romania's system level HRD reform. In particular the evaluation will address adoption of education and training and related employment policies and soft *acquis* within the overall process of EU integration.

A detailed list of evaluation questions will be defined during the first phase of the evaluation (please see below). The following is a preliminary list of questions to be addressed by the evaluation:

The evaluation team will:

1. Assess the **relevance** of ETF activities in Romania to the country's needs and priorities (as a candidate country) and to the EC objectives
 - To what extent have ETF activities addressed the priorities of the country in VET and related LM reforms as a candidate country?
 - To what extent have ETF activities been consistent with EC priorities and policy in the country?
2. Assess the **value-added** of ETF compared to possible alternative options of implementing ETF activities
 - To what extent if any has the set-up of ETF as an Agency (specialised expertise, know-how, stakeholder involvement, networks, and flexibility) delivering its services and activities in Candidate Countries has benefited the reforms in Romania?
 - To what extent do the stakeholders perceive an added-value of ETF?
3. Assess **effectiveness** in terms of how intended outputs and results were achieved
 - To what extent have the ETF objectives at the country level been achieved and/or are they expected to be achieved?
4. Identify and assess the intended and unintended **impact** of ETF role, activities and presence in Romania
 - To what extent has ETF contributed to the VET and related LM reforms in Romania?
 - To what extent has ETF contributed to the improvement of information on VET and related LM issues in Romania?
 - To what extent has ETF contributed to the improvement of information analysis capacity in Romania?
 - To what extent has ETF contributed to the preparation to ESF?

- To what extent has ETF effectively and efficiently supported the European Commission project cycle in Romania?
- To what extent have ETF development projects contributed to the initiation of larger scale EC projects?

FIRST PHASE

Deskwork

- ETF provides the evaluation team (ET) with documentation and data on ETF activities in Romania. These documents include budgetary data, mission reports, project documents, ETF publications etc.
- The documentation is analysed by the ET and compiled into a short narrative report of ETF activities in Romania (10-20 pages) placed within the general context of HRD/VET and LM reforms in Romania during the period 1996-2006. The narrative report is sent to ETF following which the ETF project manager will give green light for ETF visit.

ETF visit (3 days)

- ET gathers further information on ETF activities in Romania
- ET meets with and interviews all the project and country managers who previously dealt or are currently dealing with Romania (interviews should be prepared beforehand on the basis of documentation received and analysed)
- ET formulates the details of the next phase, i.e. field visit and questionnaire/s
- ET makes a short presentation in a workshop to concerned ETF staff on work done until now, preliminary findings if any, plan for the next phase of the evaluation and **to discuss first proposal of detailed evaluation questions.**

Inception Report

ET will prepare an Inception Report that includes among others:

- narrative part of ETF activities in Romania
- financial and other data on the activities
- **detailed evaluation questions per evaluation criteria defined on the basis of analysed data, ETF interviews and the inception workshop in Turin**
- **questionnaires and checklists for the field visit interviews based on the evaluation questions**
- a plan for field visits to Romania, including a list of stakeholders to be met
- feedback questionnaires to different groups of stakeholders in Romania and list of feedback questionnaire receivers in Romania

Following the **approval of the Inception Report** by ETF the evaluators will be asked to start preparing the second phase.

SECOND PHASE

Field visit preparation: Local stakeholders to be met and interviewed will be contacted and meetings fixed as much as possible before the mission. ETF will provide the ET with

an official letter to help contacting relevant stakeholders. It is expected that the local experts support the organisation of the mission to a great extent.

Field visits:

- International experts will spend 7 working days in Romania.
- ET will meet the relevant stakeholders and ETF project beneficiaries and collaborators (Ministries, EC Delegation, Employment Agencies, trade unions, employer's organizations, sectoral committees etc.⁵). The meetings will cover the questions in the feedback questionnaire or the interviewed will be asked to fill in the questionnaire after the interview.
- Local experts will conduct some of the interviews without the international experts, in particular outside Bucharest.
- The feedback questionnaire is sent to Romanian stakeholders that were not met during the field mission for some reason.
- The team leader meets with the main ETF stakeholders in Brussels (DG Employment, DG EAC, DG Enlargement) (1 day).
- A telephone interview is conducted with a relevant stakeholder at Cedefop.

THIRD PHASE

A draft final report will be produced by the ET within 15 days after the end of the field visit. The structure of the report will be agreed upon with the ETF project manager in advance.

- ETF will provide comments on the report as soon as possible and in a maximum of 15 days after which the ET should draft **a revised report** if necessary as soon as possible and in a maximum of 10 days.
- ET will visit the ETF to hold a **feedback seminar** on the evaluation findings and recommendations. The feedback seminar will include presentation by the ET and open floor discussion in-between the ETF participants and the ET.
- ET will integrate a note on the feedback seminar as an Annex to the **Final Report**.

ETF prepares a publication on ETF in Bulgaria and Romania.

5. EXPERT/S INPUTS(INDICATIVE WORKING DAYS)

Team Leader Category I Expert (evaluation specialist)

International Category II Expert (HRD/VET and/or LM specialist)

Local Category I Expert for Romania (HRD/VET and/or LM specialist)

Local Category II Expert for Romania (HRD/VET and/or LM specialist)

⁵ The list of stakeholders to be interviewed will be defined in the first phase of the evaluation.

The HRD/VET and LM expertise of the team members are to complete each other.

The following is an indication for the required person-days needed to complete the assignment.

EXPERT	Team Leader (Category I)	International Expert (Category II)	Local Expert (Category I)	Local Expert (Category II)
TASK				
Deskwork and First Report	2	2	3	
ETF Visit	3	3	3	
Inception Report	3	3	3	2
Field Visit Preparation	1	1	2	3
Field Visit Romania	8	8	15	15
Field visit Brussels	1			
Questionnaire management & analysis		1	2	3
Draft Final Report	4	4	4	3
Revision	1	1	1	
Feedback Seminar ETF	1	1	1	
Final Report	1	1	1	
Total Person-Day	25	25	27	23

INDICATIVE TOTAL PERSON-DAYS: 100

6. PROFILE OF THE EXPERT/S

The profile of experts described here forms the basis for evaluation and selection of CVs.

In addition to the qualifications and general professional experience (minimum requirements) as described in the Terms of Reference (Annex A) of the Framework Contract for each expert category, the following specific expertise is required from the evaluation team members:

TEAM LEADER Category I (with over 10 years of experience)

- Extensive experience in conducting interim and ex-post project, programme, country and thematic evaluations

- Excellent knowledge of EC and international standards and methodology in evaluation
- Excellent knowledge of PCM based monitoring and evaluation and Logical Framework
- Experience in the fields of HRD/VET and/or LM
- A sound understanding of EU enlargement process and EC external programmes
- Experience in candidate countries
- Excellent analytical, writing and editing skills in English
- Knowledge of local languages an asset

INTERNATIONAL EXPERT Category II (with at least 5 years of experience)

- Extensive technical professional expertise in HRD/VET and/or LM policies and practices, with particular reference to transition country reforms
- A sound understanding of EU enlargement process and EC external programmes, in particular in the field of HRD/VET and/or LM
- Experience in candidate countries
- Experience in similar assignments
- Excellent analytical, writing and editing skills in English
- Knowledge of local languages an asset

LOCAL EXPERT Category I (with over 10 years of experience):

- Extensive technical professional expertise in HRD/VET and/or LM policies and practices, with particular reference to transition country reforms
- A sound understanding of EU enlargement process and EC external programmes, in particular in the field of HRD/VET and/or LM
- Excellent analytical, writing and editing skills in English
- Fluency in the local language
- Experience in similar evaluation assignments an asset

LOCAL EXPERTS Category II (with at least 5 years of experience):

- Professional experience in HRD/VET and/or LM policies and practices
- Good organisational skills
- Good English and fluency in the local language
- A good understanding of EU enlargement process and of EC external programmes
- Experience in similar evaluation or other international project assignments an asset

7. BUDGET & PAYMENTS

The maximum total budget available for this activity is **Euro 77.000**

Payments will be divided as follow:

- 10% advance payment upon receipt of a correct invoice/request for payment
- 30% upon approval of the Inception Report and receipt of a correct invoice/request for payment

- 60% upon approval of the final evaluation report and receipt of a correct final invoice/request for payment and all the required supporting documents (including complete expert time sheets)

9. REPORTING

Regular communication should be kept with the ETF by phone and email during the evaluation exercise, as necessary to ensure clarity on the progress of the assignment.

The first narrative report, the Inception Report and the (Draft) Final Reports are to be submitted to the ETF.

10. CONTACT PERSONS AT THE ETF

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ANNEX 2

MATRIX OF ETF ACTIVITIES 1996-2006	
Overall objective	The ETF mission is to contribute to sustainable socio-economic development by enabling its partner countries to reform their vocational education and training systems mainly through the EC Phare, CARDS, Tacis and MEDA Programmes.
I. SUPPORT TO THE COMMISSION	
Objective as formulated in ETF Work Programme	As a centre of expertise, the principal role of the Foundation is to respond to requests for support from the European Commission. This assistance is usually delivered at the programming, identification, monitoring, evaluation or dissemination stages within the context of project cycle management. Services are provided to five Directorates General within the European Commission (External Relations, Enlargement, Employment and Social Affairs, EuropeAid, and Education and Culture).
Objective as formulated in ETF Work Programme 2004	<p>To respond to needs articulated by Commission services especially in relation to programme design and implementation, institution building, and policy dissemination. Actions into which objective is translated:</p> <ul style="list-style-type: none"> ▪ provision of expertise and information in the pre-accession financial assistance programming cycle, primarily in Bulgaria, Romania and Turkey ▪ provision of analytical input at the request of DG ESA in the process of monitoring the implementation of the priorities identified in the JAP for employment policy as well as in the planning and preparation for the ESF ▪ continue to facilitate the more systematic association of the acceding and candidate countries with EU policy developments ▪ update the ETF "Review of progress in vocational training reforms for Bulgaria, Romania and Turkey (an input to the regular annual reports by DG Enlargement) ▪ provide support to DG ESA in the process of preparing Romania to take part in the EES ▪ reinforce ETF funded support for institution building in the field of human resources development in Romania.. in cooperation with EU assistance programmes.

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
P1. The PHARE Projects 1.1. Phare VET reform RO 94.05 25,262,300 EUR	1996-2000	Direct management, tendering, funds stayed with ETF	Provision of initial VET according to labour market requirements and training standards specific to EU member states; decentralisation and promotion of partnership; and development of an operational information system. Main activities were: (1) management of VET Phare programmes and management training, (2) activities related to the <i>acquis communautaire</i> in VET (3) dissemination activities	<ul style="list-style-type: none"> 75 VET schools take part in the reform programme Enhanced competencies of management trainers, teachers and consultants Results of the events disseminated 	<ul style="list-style-type: none"> Political stability and consistent economic reform Commitment of Romanian authorities to introduce changes in training system Successful identification of pilot schools Commitment of schools to introduce new methods
1.2. Phare – HRD Programme (RO 9701.04.01) 3,000,000 EUR	1998-2000	ETF having programme management responsibilities	Provide technical and financial support for the enhancement of managerial and technical skills of the existing workforce in enterprises and development of efficient local training services. To make companies more competitive internationally and prepare their management for accession to the EU; to expand and improve the provision of management training and consulting services for the business sector and support enterprise restructuring.	<ul style="list-style-type: none"> Cooperation links established with EU management development institutions Pilot training programmes in a number of companies (focus on practical problems) Enhanced competence of management trainers, teachers and consultants, Capacity of selected management training institutions improved 	<ul style="list-style-type: none"> Political stability and consistent economic reform Support from organisations in the private sector No problems in identifying participating companies and trainers Improved cooperation between involved partner organisations Commitment to change the training system

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
<p>P2. Special Preparatory Program for the ESF (SPP-ESF)</p> <p>2.1. Phare multi-country (2,1 mln EUR) –</p> <p>1.Horizontal support</p> <p>2.Statistics</p> <p>3.Preparation on ESF</p>	1999-2004	<p>ETF managed component on ESF.</p> <p>Romanian NO provided support to ETF in organisation of seminars</p>	<p>To organize a series of measures to help the candidate countries to prepare for future access to ESF and in particular:</p> <ul style="list-style-type: none"> ▪ to enhance the understanding of CC administrations as to Structural Fund policies in general and the ESF in particular and their implementation requirements ▪ to facilitate administrative changes which promote horizontal coordination among government agencies concerned with future implementation of the ESF ▪ to train officials from relevant ministries on the design and implementation requirements of a national program supported by the ESF on basis of a preceding socio-economic analysis ▪ to increase the awareness of social partner representatives in each country on the objectives, benefits and operational requirements of an ESF supported program and as to their role. <p>Regional development focused on:</p> <ul style="list-style-type: none"> ▪ Establishment of coherent HRD policies at the national level and recommendation of implementation mechanisms ▪ Creation of a local NO structure in Constantza; continuation of its activities with support from external donors; ▪ Set up local policy measures in HRD ▪ -develop audio visual packages for trainer training in the field of tourism . dissemination of training methodology 	<ul style="list-style-type: none"> ▪ Enhanced understanding by public administrators of ESF policies and implementation requirements ▪ Knowledge acquired has been used for the definition of HRD components ▪ Awareness raised, increased competences, national training plans drawn via one day start up seminar in Bucharest, one study visit in Germany and one dissemination seminar in Bucharest (2002); ▪ Establishment of National Training Institute (NTI) ▪ Employment Background Studies ▪ Tailor-made local seminars in the RO priority regions ▪ Impact Evaluation of Pre ESF Grant Schemes' (end 2004) ▪ Structure of NO in Constantza set-up ▪ Development of audio visual packages for TT in tourism sector 	<ul style="list-style-type: none"> ▪ Success in identifying project participants: motivated and committed participants ▪ Viability of the newly established NTI ▪ Commitment of Romanian side to transfer the acquired skills and competences into the development of National Training Plans

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
<p>2.2. <i>Institution Building in HRD in RO</i> B39 Multi-country: BG,RO, TU 39556 Euro (part of a larger multi-country component comprising measures for other countries but also ex-post evaluations of HRD ESC Phare 98)</p>	2002	ETF having programme management responsibilities Contractor : NCDVET	Support key stakeholders in Romania (as well as in the other two target countries) to prepare for structural funds in the area of policy and SF mechanisms.	<p>People trained from respective ministries and institutions Training materials developed Examples of EU good practice of ESF-type actions shown to the participants (study visit in Berlin) Recommendations for future formulated Inter-institutional cooperation improved One-day start-up seminar, two study visits in Germany, dissemination seminar in November)</p>	<p>Relevant criteria for selection of participants Commitment and motivation of the participants Dissemination mechanism elaborated Partners awareness in importance of cooperation Training meets the needs of participants</p>
<p>2.3. <i>Support for Institution Building in the field of HRD</i> C33 Multi-country: BG,RO,TU Total: 150.000 RO: 47081.68 EUR 2005 – 120062.29 Euro</p>	Oct 2003- Mar 2004	ETF prepared ToR as a follow-up to IB 2002, and monitored the project	<p>To provide IB support to the national/regional VET/labour market stakeholders in RO in planning and implementing HRD projects within the overall on-going economic reform, and with particular emphasis on cooperation. Concentrates on CVT in a LLL context. Tailor-made support and training/advice Provide examples of best practice from EU and CC. Improve inter-institutional cooperation at national and regional level in the field of CVT</p>	<p>A network of national/regional key stakeholders established Training materials developed and delivered (emphasis on everyday work) Dissemination initiatives implemented by trainees in the regions Report on main findings and recommendations for transferring experience to other regions</p>	<p>Willingness of stakeholders at national and regional levels to cooperate Successful identification of participants according to relevant criteria Commitment and motivation of the participants Commitment of the authorities to disseminate and implement results in other regions</p>

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
2.4. <i>Institution Building</i> D22 Total: 170.000 EUR of which RO: 100 365.67 Euro	2003- 2004	ETF prepared ToR as a follow-up to ETF-IB-2002, and monitored the project. Contractor: Romanian NCDVET	To provide IB support to the regional VET and LM stakeholders, while encouraging better cooperation with the national stakeholders in RO in planning and implementing HRD projects within the overall ongoing economic reform. Dissemination of results of the projects in electronic form Tailor-made support and training to regional and municipal/local stakeholders (focus on design of priorities in CVT at regional level in line with local development plans, partnership development among stakeholders, design of possible projects under Phare/ESF in CVT provide examples of best practice from EU MS and CC in the design, and implementation of ESF-type actions on a regional level (CVT+ cooperation between stakeholders) Improve inter-institutional cooperation at national/regional level in the field of CVT and foster CVT platform in RO, involving major stakeholders	A network of key national and regional stakeholders established Enhanced capacity of national and regional stakeholders to plan and design HRD projects New skills acquired for Phare and ESF programming and implementation in regional context) Training materials developed and delivered (practical exercises and examples of good practice of ESF-type actions with emphasis on regional CVT policies) Dissemination of results via RNO website Mapping of institutions further extended and available on files in RNO in 2 languages Report on main findings and recommendations for transfer of knowledge & skills acquired	Relevant criteria for selection of participants Participants are motivated Relevance and high quality of training materials Regional and national institutions are motivated to implement the acquired skills and HRD plans Training meets the needs of participants
2.5. <i>Institution Building</i> D22 Total: 170.000 EUR of which RO 120062.29 EUR	2005 - 2006	ETF prepared ToR as a follow-up to ETF-IB-2004 and monitored the project. Link : assistance to project cycle provided within the same strand (programme design and monitoring)	Capacity built in local institutions for the preparation for accession and structural funds	Increased awareness of the policy makers of the /EU discussions – at least one nation event Local capacity developed in ESF type projects evaluation Social dialogue on sector committees Stakeholders trained in IB workshops	

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
P3. Support for the preparation of Country Monograph on VET system Prepared for all 25 MS and BG, RO, TU: 24.620 EUR Activity A18, B41 RO: 14,342 EUR.	2001-2003	An independent ETF product upon request of DG Employment	The main purpose of the Monograph is to provide a useful analytical tool to assist RO and EC to monitor the progress in implementing the JAP priorities; to identify the most urgent needs and gaps in the field of HRD for the labour market	The Monograph prepared in consultations with national stakeholders The Monograph submitted to the Commission The Monograph appreciated by the Romanian side, is translated in Romanian and is disseminated	Cooperation and support of RNO in the preparation of the Monograph Cooperation of national stakeholders Access to relevant information and data High quality of the product
P4.Follow up to Lisbon Process BG, RO, TU: 3.000 Euro	2004	Lisbon Process: assessment on request from DG Education for Maastricht conference	To assess the progress of VET in RO in relation to Lisbon/Copenhagen criteria (publication), research project (similar reports for 25 MS are contracted by EC to British consortium of research groups; ETF was asked to prepare for BG, RO, TU)	Report 'Achieving the Lisbon Goals: the contribution to VET'	Access to relevant information and data

P5. ETF activities based on EC requests on Programme cycle <i>5.1 Support in the Programming phase</i>	2001 - 2005	Advice to DG Enlargement and Romanian stakeholders	To provide expert support on the Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET/labour market reform process: written input as well as participation in missions	Comments and recommendations accepted by DG Enlargement and RO counterparts and incorporated into programming documents. Outputs include: Annual reviews of VET reform Comments on NDP 2004 – 2006, Roma / minorities strategy fiche, ESC fiche, Phare programming documents 2004 – 2006 Project fiche for end users Socrates Phare 2004	Current government policies maintained Inter-ministerial cooperation Full involvement of the social partners
<i>5.2. Support in the identification phase</i>	2001-2005	Advice to DG Enlargement and Romanian stakeholders	To provide expert support on Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET/labour market reform process: written input as well as participation in missions	Comments/recommendations accepted by DG Enlargement and RO counterparts on Phare project fiches: IB ESC TVET 2003 IB NAE 2003 CVT Twinning Covenant IB ESC 2003 SAPARD HRD measures Minority strategy project fiche Twinning light fiche – support to NAE LM indicator	Participation of national and local stakeholders Consensus built amongst key stakeholders Full co-operation between the ETF staff, Romanian counterparts and DG Enlargement Access to relevant information and data

5.3. Support in the appraisal/ financing phase	2001-2005	Advice to DG Enlargement and Romanian stakeholders	To provide expertise during Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET/labour market reform process: written input as well as participation in missions	Contributions, comments and recommendations accepted by DG Enlargement and RO counterparts in the process of tendering and evaluation for: IB ESC TVET Phare 2001/2002/2003 Review of applications on HRD 2002 grant scheme Twinning light for NAE (2004) TVET technical assistance Phare 2003 call for proposal package (call for tender TOR)	
5.4. Support in the monitoring phase	2002-2006		To provide expert support on Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET/labour market reform process: written input as well as participation in missions	Contributions, comments and recommendations accepted by DG Enlargement and RO counterparts in the process of projects monitoring: Review of Inception & Final reports on IB ESC TVET 2001/2002, twinning projects Review of contracts' amendments Contributions in HRD working groups and steering committees	Effective inter-ministerial cooperation and willing participation of the social partners Full co-operation between the ETF staff, Romanian counterparts and DG Enlargement Access to relevant information and data

	2002-2003	Assessment on request of DG EAC (LLL 2002, 2003)	Consultation process on LLL : Comments / advise on Phare projects in the field of economic and social cohesion sector to DG Enlargement to support the reform process (revision of Phare fiches)	Evaluation paper available and integrated by DG EAC in overall assessment	Effective cooperation with Romanian stakeholders Access to relevant information and data
5.5. Support in the evaluation phase			To provide expert support on Phare cycle in the field of economic and social cohesion sector to DG Enlargement to support the VET/labour market reform process: written input as well as participation in missions	Comments recommendations, awareness raised on Phare projects evaluations: HRD grant schemes 1998, 2000, 2002 Government contribution to RR2003 on education and employment ToR for HRD 2002 grant scheme evaluation	Effective inter-ministerial cooperation and willing participation and contribution of the social partners

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
P6. <i>Activities at the request of the Commission in the area of Policy advice</i>	2003	Comments and advice on request of DG Enlargement	To provide expert support in the field of policy design and implementation	Comments on the report on the performance and progress of education and training systems Assistance on Government Roma strategy Progress reports on policy development in career guidance Analysis of JIM	Commitment of the authorities to disseminate and implement the results in the preparation of policy
	2003 - 2005	JAP monitoring process: Comments and advise on request from DG Employment	Comments and advise on JAP Progress report in particular with regard to HRD in a labour market context; participation in JAP seminar	Comments on JAP related reports ETF inputs delivered to Phare project cycle ETF support delivered to JAP monitoring JAP progress seminars attended and presentations performed	Commitment of Romanian authorities to disseminate and use the results
	2005-2006	Advice on the Apprenticeship law	Comments and advise on the Apprenticeship Law and in particular with regard to setting up the sectoral committees on Apprenticeship Law; ETF-Cedefop joint involvement in drafting the law and provision of expertise	Experts' reports on the issue Discussion with sectoral committees on Apprenticeship Law Preparation and financing of the visit of two foreign experts to provide expertise to the relevant national authority	Commitment of Romanian authorities to disseminate and use the results

	2004-2006	Advice on NQF	Support to the Sectoral Committees and input in the EQF consultation process in Romania to shape the Romanian vision on NQF during the 2006	Support to Sectoral committees: IB 2004-2005, cooperation with Striking Deals, British Council project, Sectoral Partnership conference 2006 Support for developing Matra Projects 2007 Support on review process of Qualification thought seminars IB 2004-2005 and review guide Advice for ACPART support	Commitment of Romanian authorities to disseminate and use the results
		Support to CVT Strategy	Comments and advise on the CVT strategy; active role in the CVT steering Committee	Comments on CVT Covenant and CVT strategy Participation in CVT Steering Committee meeting	Commitment of Romanian authorities to disseminate and use the results
		Interim Evaluation of the Adult Training Authorisation system	Contribution to the evaluation report of the Adult Training Authorisation system	Preparation of the evaluation report Seminar and Peer Review organised to support the evaluation activity of the Adult Training system	

P.7 Awareness raising	2001	Consultation process on LLL Memorandum for DG Education and Culture	Assessment of progress with regard to EU Memorandum on LLL	Conclusions and recommendations accepted by Stakeholders	Full co-operation between the ETF staff, Romanian counterparts and DG Education and Culture
	2003 - 2004	Country Monograph on request of DG enlargement	Presentation of the product, feedback, dissemination and feed back analysis	Feedback received Follow-up activities Stakeholders feedback analysis	Commitment of Romanian authorities to provide feedback and to disseminate and use the results
	2003 - 2006	Various interventions based on requests from DG Enlargement	Contributions and expert advice to other commission objectives	Comments on Interim report of Working Group H Comments on matrix of World Bank Questionnaire design as contribution to development of a coherent framework of indicators for measuring progress towards Lisbon objectives Review of Leonardo study visits Presentations of HRD policies during various seminars analysis of methodology for impact evaluations and strategy review	Full co-operation between the ETF staff, Romanian counterparts and DG Enlargement

II. PROVISION OF INFORMATION AND ANALYSIS

Objective as formulated in "ETF Work Programme 2002"	<p>The Foundation supports the development of structured and standard international information and analysis on vocational and labour market-related training in partner countries. The Foundation's principal network for information provision and analysis is the system of National Observatories which operates throughout the Candidate Countries, Western Balkans and the NIS region and which is linked to the Foundation's Advisory Forum. In 2002, the Foundation aims to broaden the network to include also the MEDA region also</p> <p>According to the needs and capacities within each region, the Foundation will also focus on reinforcing international-level information-gathering and analysis as a long term sustainable function within partner countries. This will be achieved by strengthening the capacities and outputs of national institutions to provide Observatory services such as assessment of vocational training and its links to the labour market and co-ordination of national stakeholder networks. In addition, the Foundation also disseminates to its partner countries structured information, analysis about EU and Member State approaches, and best practice in the field of vocational training.</p>				
Objective as formulated in "ETF Work Programme 2004"	<p>The objective is to continue support to and cooperation with National Observatories in Bulgaria, Romania and Turkey and capitalise on ETF investment in the National Observatories in the acceding countries. Actions into which objective is translated:</p> <ul style="list-style-type: none"> ▪ to continue to provide adequate support to the National Observatories in Romania ▪ to cooperate with Cedefop to complete the preparatory phase of familiarizing the NOs with the functions and working methods of Cedefop's ReferNet (facilitate possible inclusion) 				
Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
<p>P8. Romanian National Observatory</p> <p>8.1. Romanian National Observatory</p> <p>Part of PHARE NO network</p> <p>RO: 41,800 EUR (1997)</p> <p>29,000 EUR (1998)</p> <p>Additional grants: 45.500 EUR</p>	<p>Since 1997-1998</p>	<p>ETF network</p>	<p>To contribute to policy making in the Romanian VET system through data collection on key indicators</p> <p>Updating the country report on the VET system and the labour market</p> <p>Country survey on VET by strengthening links between various VET institutions; consolidation and dissemination of the results</p>	<ul style="list-style-type: none"> ▪ Quantitative information & statistical data on VET, LLL, LM & employment policies in accordance with international standards ▪ The role of social partners in the development of training in Romanian National Observatory becomes more active ▪ In-depth study on CVT ▪ Seminars organised on transparency and recognition of qualifications and role of social partners 	<ul style="list-style-type: none"> ▪ Relevant capacity of the RNO ▪ Availability of data and information according to international standards ▪ Willingness of stakeholders to cooperate with and recognise RNO

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
8.2. <i>Romanian National Observatory</i> RO:134.600 EUR	1999	ETF network	<p>To develop further National Observatory capacities and to provide structured information and analyses on vocational training and labour market/employment policy development in the context of LLL as an input to accession preparations at national level and to ETF's analytical work</p> <p>Elaborate the employment policy review</p> <p>To support National Observatories in elaborating cross country analysis (in Phare countries) on continuing VET and social exclusion, HRD reforms</p>	<ul style="list-style-type: none"> ▪ Quantitative information and statistical data on VET, LLL, LM & employment policies in accordance with international standards ▪ CVT methodology related to training of trainers developed ▪ National strategy for HRD produced ▪ Assessment paper on CVET country report on transparency developed ▪ Employment policy review developed 	<ul style="list-style-type: none"> ▪ Relevant capacity of the RNO is present ▪ Availability of data and information according to international standards ▪ Willingness of stakeholders to cooperate and recognise RNO
8.3. <i>Romanian National Observatory</i> RO 101.495 EUR	2000	ETF network	<p>To develop further National Observatory capacities and to provide structured information and analyses on vocational training and labour market/employment policy development as well as HRD and VET against social exclusion</p> <p>To implement a pilot project on human resources development in the region of Constantza and set up the National Training Institute in Romania</p> <p>To monitor the ETF studies on VET against social exclusion in Romania</p> <p>Other Institution Building Initiatives in Romania</p>	<ul style="list-style-type: none"> ▪ Updated progress reports on VET reform. ▪ Phare HRD fiche commented upon and recommendations made regarding priorities ▪ Study on social inclusion, aiming to give a national definition of social exclusion, analyse the then situation, and offer policies and programmes specific to different groups. ▪ Dissemination activities 	<ul style="list-style-type: none"> ▪ Availability of data and information according to international standards

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
8.4. <i>Romanian National Observatory</i> RO:50,000 EUR	2001	ETF network	To develop further the National Observatory capacities and its sustainability by active involvement of RNO in pre-accession processes, studies on impact of CVT on multiple beneficiaries and elaborate feasibility study for the continuation of the reforms in the VET system	<ul style="list-style-type: none"> ▪ Elaboration of a National Strategy for HRD ▪ Continuation of the pilot project in Constanta ▪ Conference organised on new modern technologies ▪ Methodology finalized for the evaluation of social impact of CVT ▪ Assistance to the implementation of ETF projects ▪ Local support to ETF missions 	<ul style="list-style-type: none"> ▪ Relevant capacity of the RNO is present ▪ Availability of data and information according to international standards ▪ Willingness of stakeholders to cooperate with and recognise RNO
8.5. <i>Romanian National Observatory</i> Multy-country 310.000 Euro	2002	ETF network	<p>To develop further National Observatory capacities and to provide structured information and analyses on vocational training and labour market/employment policy development in the context of LLL as an input to accession preparations at national level and to ETF's analytical work</p> <p>To support National Observatories in elaborating and implementing country-based strategic development plans</p>	<ul style="list-style-type: none"> ▪ A short analytical country report and regular updates on VET and LM and employment developments in the context of LLL prepared ▪ Quantitative information and statistical data on VET, LLL, LM employment policies in accordance with EU standards produced ▪ VET country fact sheet produced ▪ ETF VET progress report following consultations with national stakeholders produced ▪ Events held in Romania focused on including lifelong learning in educational policies 	<ul style="list-style-type: none"> ▪ Relevant capacity of the RNO is present ▪ Availability of data and information according to international standards ▪ Willingness of RO stakeholders to cooperate and recognise RNO

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
8.6. <i>Romanian National Observatory</i> Multy-country 240.000 Euro	2003	ETF network	<p>To prepare National Observatories to participate in the Cedefop Refer network</p> <p>To develop further NO capacities</p> <p>To provide structured information and analyses on vocational training and labour market and employment policy development in the context of LLL.</p>	<ul style="list-style-type: none"> ▪ Report on financing investment in human resources produced ▪ Country monograph prepared ▪ NOs perform selected tasks/activities similar to REFER consortia ▪ NO web-page updated ▪ ETF VET progress report following consultations with national stakeholders prepared ▪ A short analytical country report and regular updates on VET and LM/employment developments in the context of LLL prepared 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
<p>8.7. Romanian National Observatory D24</p> <p>Multi-country BG, RO, TU,: 154.000 EUR</p> <p>RO: 28170.78 Euro</p>	2004	ETF network	<p>To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO</p> <p>Main activities:</p> <ul style="list-style-type: none"> ▪ Undertake consultations on VET and update country report ▪ Seminars on the Objectives of NO and of the Copenhagen process ▪ Key indicators on LLL 2004 ▪ Skills Audit Survey prepared ▪ Peer review undertaken ▪ Identification and transfer of good examples of practice on LLL ▪ Increase the exchange of experience of observatories through meetings organised by the NO 	<ul style="list-style-type: none"> ▪ Preparation for possible future integration of Observatory into Cedefop network continued 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
<p>8.8. Romanian National Observatory</p> <p>Multi-country BG, RO, TU: 154.000 EUR</p> <p>RO : 17581.71 Euro</p>	2005-2006	ETF network	<p>To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO</p> <p>Main activities:</p> <ul style="list-style-type: none"> ▪ Contributions of RNO in ReferNet (2 databases) ▪ Update country report ▪ Consultations on the VET PR ▪ Active involvement in the JAP and Lisbon / Copenhagen processes through in-depth information and analysis on VET and LM ▪ Comments on NQF consultation document ▪ Studies on: (1) financing VET (2) VET & LM towards European benchmarks and (3) HRD indicators ▪ Peer review and IB activities ▪ Identification and transfer of good examples of practice on LLL ▪ Preparation of the Romanian resource dossier 	<ul style="list-style-type: none"> ▪ National Observatory provides services and carries out work agreed with ETF ▪ Preparation for future integration of Observatory into Cedefop network continued 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
P9. Peer reviews 9.1. VET PR Multi-country	2001 2002 2003 2004	ETF product assessment with support from NO request from DG Enlargement	To provide input into DG Enlargement's regular report on Romania towards accession: Chapter 18 education and training in particular by reviewing and analysing key developments in VET in Romania. The analyses will assist the targeting of EU Phare Programme in the area of HRD	<ul style="list-style-type: none"> Updated Review documents prepared and submitted to the Commission 	<ul style="list-style-type: none"> Fruitful cooperation with RNO and local stakeholders Availability of data and information
9.2. Peer reviews of implementation of VET policy Multi-country (5) 200.000 Euro RO:	2003-2004		To improve local capacities to assess vocational training systems (to enhance the understanding of VT policies, EU hard and soft <i>acquis</i> ; to improve local capacities to prioritise and define an agenda for VT reforms; to promote regional exchange and cooperation) To review and assess the situation of CVT in an LLL context and provide recommendations for policy development PR (PR of CVT in LLL in RO): <ul style="list-style-type: none"> A complementary exercise to support Phare 2003 on adult learning and develop adult learning strategy; Further development and research of the findings about CVT in the Monograph 	<ul style="list-style-type: none"> Thematic background papers drawn up Peer review missions carried out National validation and other staff development events held Analytical reports published in English and in Romanian Dissemination activities carried out 	<ul style="list-style-type: none"> Strong 'peer' team identified and formed Cooperation with RO stakeholders Access to relevant data and information Openness and cooperative behaviour of interviewees Commitment of RO authorities to disseminate the results

III DEVELOPMENT PROJECTS					
Objective as formulated in "ETF Work Programme 2002"		In each region a small number of activities will take place, which aim to pilot or prepare the ground for more substantial measures at a later stage. It is through such development activities that the Foundation encourages and supports partner country innovation across the wide range of issues associated with economies and labour markets in transition. The outcomes from these 'test bed' initiatives will also contribute to the stock of knowledge and expertise available within the Foundation.			
Objective as formulated in "ETF Work Programme 2004"		The objective is to accelerate and reinforce systematic cooperation and communication with Cedefop through the full and effective implementation of the mutually agreed Framework of Cooperation. Actions into which objective is translated: Implementing the exit-entry strategies for each of the ten new member states to ensure their smooth and effective integration in Cedefop activities and network strengthening thematic cooperation with Cedefop, by: <ul style="list-style-type: none"> ▪ creating regular knowledge sharing opportunities ▪ developing common projects or initiatives in specific thematic areas 			
Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and Risks
P10. Development projects <i>10.1. DG Education and Culture' initiative</i> <i>ETF funds</i>	2001	ETF participated in the Commission's consultation on its Memorandum on LLL in the candidate countries	Participate in the Commission's consultation on LLL Memorandum in ACCs Participated in a series of events related with LLL memorandum Compile a cross country analysis report based on each country report. Prepare a document on E-learning for the European Ministers' meeting in Riga June 2001	<ul style="list-style-type: none"> ▪ Documents, reports on e-Learning and LLL as well as country reports prepared to support EU Commission initiative on LLL memorandum ▪ Participation in meetings organized by EU Commission 	<ul style="list-style-type: none"> ▪ Availability of data and information ▪ Availability of the participants ▪

<p>10.2. Implementation of cooperation program with Cedefop</p> <p>Multi-country (2003): 150.000 EUR RO: 10466 EUR</p>	<p>2001 2002 2003</p>		<p>To consolidate cooperation which started between ETF and Cedefop in 1997, a Framework for Cooperation between the two agencies was established in 2001 : to prepare ACC for accession and clarify for them the role of each Agency</p> <p>Objectives</p> <ul style="list-style-type: none"> ▪ To facilitate the participation and involvement of CCs in Community vocational training policy development during the transition period before accession ▪ Prepare CCs for full participation in Cedefop activities when they accede ▪ Preparation for integration into the CEDEFOP TTNNet, LLL developments including active participation in the TTNNet working group for the process ▪ Joint cooperation with Euridyce and Cedefop for collecting information on e-Learning ▪ Build expertise capacity through action research initiatives in knowledge based societies development, adult learning, NQF and teacher training 	<ul style="list-style-type: none"> ▪ Candidate countries are better prepared to participate in Cedefop activities and to take part in EU policy development and implementation in the area of education, training and LLL ▪ Active member of the TTNNet Working Group ▪ Dissemination events were organized ▪ LLL in Europe, to organise a ETF-Cedefop joint final conference in Sinaia 	<ul style="list-style-type: none"> ▪ Commitment of the participants
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<p>10.3. Activities which include the implementation of a programme of cooperation with Cedefop</p> <p>Multi- country</p> <p>BG, RO, TU</p> <p>RO: 32595.25 EUR</p>	<p>2004</p> <p>2005</p> <p>2006</p>		<ul style="list-style-type: none"> ▪ ACC become aware of, and actively participate in EU and Cedefop activities in the field of vocational training through concerted action by ETF and Cedefop ▪ Preparation of the Romanian dossier, road map for Cedefop ReferNet and hand over in the knowledge sharing seminar 	<ul style="list-style-type: none"> ▪ Romania is familiar with Cedefop networks and activities ▪ Road map to the network of ReferNet developed ▪ Hand over of the Romanian dossier to Cedefop 	<ul style="list-style-type: none"> ▪ Commitment of the participants
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Annex 3

MATRIX OF ETF ACTIVITIES Structured on 3 key areas of Intervention

Overall objective	<u>ETF mission:</u> to contribute to sustainable socio-economic development by enabling the partner countries to reform their vocational education and training systems mainly through the EC Phare, CARDS, Tacis and MEDA Programmes.
Key area of intervention 1	<u>Preparation for the European Employment Strategy and ESF</u> <u>Objective:</u> <i>To reinforce the policy design, programming and monitoring of the employment policies, ensure effective implementation of the policies included the Joint Assessment Paper with a strategic approach to employment</i>
Key area of intervention 2	<u>Active participation in the Copenhagen process as part of the Lisbon process</u> <u>Objective:</u> <i>To support an integrated strategy for HRD including among other leverages further enhancement of the role of social partners at local and sectoral level, operationalisation of national CVT policies, review of national qualifications framework</i>
Key area of intervention 3	<u>Integration into the Cedefop networks</u> <u>Objective:</u> <i>To support involvement of Romanian bodies in international VET projects, dissemination of information on policy developments at the Community level involving Romania in increased cooperation in VET at European level; familiarization of Romanian bodies with Cedefop networks and main projects;</i>

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
1. Preparation for the European Employment Strategy and ESF					
1.1. Special Preparatory Program for the ESF (SPP-ESF) Phare Multi-country 2,1 mln – ESF component 4. Horizontal support 5. Statistics 6. Preparation on ESF 7. Fisheries	1999-2004	ETF managed component on ESF, Subcontractor: (for National Training Institute component) Romanian NO provided support to ETF in organisation of seminars	To organize a series of measures to help the candidate countries to prepare for future access to ESF and in particular: <ul style="list-style-type: none"> ▪ to enhance the understanding of CC administrations as to Structural Fund policies in general and the ESF in particular and their implementation requirements ▪ to facilitate administrative changes which promote horizontal coordination among government agencies concerned with future implementation of the ESF ▪ to train officials from relevant ministries on the design and implementation requirements of a national program supported by the ESF on basis of a preceding socio-economic analysis ▪ to increase the awareness of social partner representatives in each country on the objectives, benefits and operational requirements of an ESF supported program and as to their role. 	For Romania: <ul style="list-style-type: none"> ▪ Enhanced under-standing by public administrators of ESF policies and implementation requirements ▪ Knowledge acquired has been used for the definition of HRD components ▪ Awareness raised, increased competences, national training plans drawn via one day start up seminar in Bucharest one study visit in Germany and one dissemination seminar in Bucharest (2002); ▪ Establishment National Training Institute (NTI) ▪ Employment Background Studies ▪ Tailor-made local seminars in the RO priority regions a background study ▪ Impact Evaluation of Pre ESF Grant Schemes' (end 2004) 	<ul style="list-style-type: none"> ▪ Success in identifying project participants: motivated and committed participants ▪ Viability of the newly established NTI ▪ Commitment of Romanian side to transfer the acquired skills and competences into the development of National Training Plans

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
1.2. Support for Institution Building in the field of HRD C33 Multi-country: BG,RO,TU Total: 150.000 RO: 45545.05 Euro	Oct 2003-Mar 2004	ETF prepared ToR as a follow-up to ETF-IB-2002, and monitored the project	<ul style="list-style-type: none"> ▪ To provide IB support to the national/regional VET/labour market stakeholders in RO in planning and implementing HRD projects within the overall on-going economic reform, and with particular emphasis on cooperation. ▪ Concentrates on CVT in a LLL context ▪ Tailor-made support and training/advice ▪ Provide examples of best practice from EU and CC ▪ Improve inter-institutional cooperation at national/regional level I the field of CVT 	<ul style="list-style-type: none"> ▪ a network of national/regional key stakeholders established ▪ training materials developed and delivered (emphasis on everyday work) ▪ dissemination initiatives implemented by trainees in the regions ▪ report on main findings and recommendations for transfer experience to other regions 	<ul style="list-style-type: none"> ▪ willingness of stakeholders at national and regional levels to cooperate ▪ successful identification of participants according to relevant criteria ▪ commitment and

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
1.3. Institution Building D22 Total;170.000 RO:59834.17 Euro	2003-2004	ETF prepared ToR as a follow-up to ETF-IB-2002, and monitored the project Contractor: RO NCDVET	<p>To provide IB support to the regional VET and LM stakeholders, while encouraging better cooperation with the national stakeholders in RO in planning and implementing HRD projects within the overall going economic reform.</p> <p>Dissemination of results in electronic form</p> <ol style="list-style-type: none"> (1) Tailor-made support and training to regional and municipal/local stakeholders (focus on design of priorities in CVT at regional level in line with local development plans, partnership development among stakeholders, design of possible projects under Phare/ESF in CVT); (2) provide examples of best practice from EU MS and CC in the design, and implementation of ESF-type actions on a regional level (CVT+ cooperation between stakeholders); (3) Improve inter-institutional cooperation at national/regional level in the field of CVT and foster CVT platform in RO, involving major stakeholders 	<ul style="list-style-type: none"> ▪ A network of key national and regional stakeholders established ▪ Enhanced capacity of national and regional to plan and design HRD projects ▪ new skills acquired for Phare and ESF programming and implementation in regional context) ▪ training materials developed and delivered (practical exercises and examples of good practice: emphasis on regional CVT policies) ▪ dissemination of results via RNO web-site; ▪ mapping of institutions further extended and available on files in RNO in 2 languages ▪ report on main findings and recommendations for transfer ▪ improved cooperation between national and regional/local stakeholders 	<ul style="list-style-type: none"> ▪ relevant criteria for selection of participants ▪ participants are motivated ▪ relevance and high quality of training materials ▪ regional and national institutions are motivated to implement the acquired skills and HRD plans ▪ training meets the needs of participants

1.4. Romanian National Observatory Multy-country 240.000 Euro	2003	ETF network	Overall coordinator for the observatory network: Vaclav Klenha Ro: Arjen Deij	To provide structured information and analyses on vocational training and labour market and employment policy development in the context of LLL. This will contribute to the accession preparations at national level and to ETF's analytical work	<ul style="list-style-type: none"> ▪ Report on financing: investment in human resources ▪ Plan for building the consortium developed and agreed with relevant partners ▪ Country monograph ▪ NOs perform selected tasks/activities similar to REFER consortia ▪ NO web-page updated ▪ ETF VET PR and following consultations with national stakeholders ▪ A short analytical country report and 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts
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					regular updates on VT and LM/employment developments in the context of LLL	
1.5. Romanian National Observatory 154.000 Multi-country BG, RO, TU, D24 RO: 28170.78 Euro	2004	ETF network	Overall coordinator for the observatory network: Jean-Raymond Masson Ro. Arjen Dei Ro: Mircea Badescu	To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO Main activities: <ul style="list-style-type: none"> ▪ update country report ▪ consultations on the VET PR ▪ preparation of thematic report ▪ increase the exchange of 	<ul style="list-style-type: none"> ▪ National Observatory provides services and carries out work programmes as agreed with ETF 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts

				experience through out NO meetings		
1.6. Romanian National Observatory 154.000 Multi-country BG, RO, TU RO :17581.71 Euro	2005- 2006	ETF network	<p>To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO</p> <p>Main activities:</p> <ul style="list-style-type: none">▪ Contributions of RNO in ReferNet (2 databases)▪ Update country report▪ Consultations on the VET PR▪ Studies on financing VET and VET &LM towards European benchmarks and HRD indicators▪ Peer review and IB activities▪ Identification and transfer of good examples of practice on LLL▪ Preparation of the Romanian resource dossier	<ul style="list-style-type: none">▪ National Observatory provides services and carries out work agreed with ETF	<ul style="list-style-type: none">▪ Increased capacity of the RNO▪ Access to relevant data and information▪ High quality of RNO's products▪ Ability to identify local experts	

Project title and information	Year	ETF role	Project Objectives	Indicators of success	Assumptions and risks
2. Active participation in the Copenhagen process as part of the Lisbon process					
2.1. Peer reviews of implementation of VET policy RO: Multi-country (5) 200.000	2003-20	In the framework of the cooperation with the Stability Pact	<p>To improve local capacities to assess vocational training systems (to enhance the understanding of VET policies, EU hard and soft acquis; to improve local capacities to prioritise and define an agenda for VT reforms; to promote regional exchange and cooperation)</p> <p>To review and assess the situation of CVT in an LLL context and provide recommendation for policy development PR (PR of CVT in LLL in RO):</p> <ul style="list-style-type: none"> a complementary exercise to support Phare 2003 on adult learning and develop adult learning strategy; further dev-t and research of the findings about CVT in the Monograph 	<ul style="list-style-type: none"> Thematic background papers drawn up Peer review missions carried out National validation and other staff development events held Analytical reports published in English and in Romanian Dissemination activities carried out 	<ul style="list-style-type: none"> Strong 'peer' team identified and formed Cooperation with RO stakeholders Access to relevant data and information Openness and cooperative behaviour of interviewees Commitment of RO authorities to disseminate the results
2.2. Romanian National Observatory 154.000 Multi-country BG, RO, TU, D24 RO: 28170.78 ECU	2004	ETF network	<p>To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO</p> <p>Main activities: consultations on the VET PR</p> <ul style="list-style-type: none"> seminars on the Objectives and Copenhagen process key indicators 2004 skills Audit Survey peer review and IB activities identification and transfer of good examples of practice on LLL 	<ul style="list-style-type: none"> National Observatory provides services and carries out work programmes as agreed with ETF 	<ul style="list-style-type: none"> Increased capacity of the RNO Commitment to participate in cooperation with Cedefop Access to relevant data and information High quality of RNO's products Ability to identify

					local experts
2.3. Romanian National Observatory 154.000 Multi-country BG, RO, TU RO :17581.71 Euro	2005-2006	ETF network	<p>To continue support of, and cooperation with, National Observatories and capitalise on the ETF investment in the NO</p> <p>Main activities:</p> <ul style="list-style-type: none"> ▪ Active involvement in the JAP and Lisbon/Copenhagen processes through indepth information and analysis on VET and LM ▪ Comments on NQF consultation document ▪ Peer review and IB activities ▪ Identification and transfer of good examples of practice on LLL 	<ul style="list-style-type: none"> ▪ National Observatory provides services and carries out work agreed with ETF 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts
2.4. VET PR Multi-country	2001 2002 2003 2004	ETF product assessment with support from NO request from DG Enlargement	<p>To provide input into DG Enlargement regular report on Romania towards accession: Chapter 18 education and training in particular</p> <p>to review and analyse key developments in VET in the CC through by contributing to the reports drawn up annually by the Commission to track the progress towards accession.</p> <p>The analyses will assist to improve the targeting of EU Phare Programme in the area of HRD</p>	<ul style="list-style-type: none"> ▪ Updated Review documents prepared and submitted to the Commission 	<ul style="list-style-type: none"> ▪ Fruitful cooperation with RNO and local stakeholders ▪ Availability of data and information
2.5. Peer reviews of implementation of VET policy RO: Multi-country (5) 200.000 Euro	2003-2004	In the framework of the cooperation with the Stability Pact	<p>To improve local capacities to asses vocational training systems (to enhance the understanding of VT policies, EU hard and soft acquis; to improve local capacities to prioritise and define an agenda for VT reforms; to promote regional exchange and cooperation)</p> <p>To review and assess the situation of CVT in an LLL context and provide recommendation for policy development PR (PR of CVT in LLL in RO):</p> <ul style="list-style-type: none"> ▪ a complementary exercise to support Phare 2003 on adult learning and develop adult learning strategy; ▪ further dev-t and research of the findings about CVT in the Monograph 	<ul style="list-style-type: none"> ▪ Thematic background papers drawn up ▪ Peer review missions carried out ▪ National validation and other staff development events held ▪ Analytical reports published in English and in Romanian ▪ Dissemination activities carried out 	<ul style="list-style-type: none"> ▪ Strong 'peer' team identified and formed ▪ Cooperation with RO stakeholders ▪ Access to relevant data and information ▪ Openness and cooperative behaviour of interviewees ▪ Commitment of RO authorities to disseminate the results
2.6. DG Education	2001	ETF participated	Participate in the Commission's consultation on LLL Memorandum in ACCs	<ul style="list-style-type: none"> ▪ Documents, reports on e- 	<ul style="list-style-type: none"> ▪ Availability of data

and Culture' initiative ETF funds		in the Commission's consultation on its Memorandum on LLL in the candidate countries	Participated in a series of events related with LLL memorandum Compile a cross-country analysis report based on each country report. To prepare a document on eLearning for the European Ministers' meeting/2001	Learning and LLL as well as country reports prepared to support EU Commission initiative on LLL memorandum ▪ Participation in meetings organized by EU Commission	and information ▪ Commitment of the participants
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Project title and information	Year	ETF role	ETF HR	Project Objectives	Indicators of success	Assumptions and risks
3. Integration into the Cedefop networks						
3.1. Romanian National Observatory 154.000 Euro Multi-country BG, RO, TU RO :17581.71 ECU	2005-2006	ETF network	Overall coordinator for the observatory network: Jean-Raymond Masson Ro. Arjen Deij,	To continue support of, and cooperation with, Cedefop and capitalise on the ETF investment in the NO Main activities: <ul style="list-style-type: none"> ▪ Contributions of RNO in ReferNet (2 databases) ▪ Update country report ▪ Identification and transfer of good examples of practice on LLL ▪ Preparation of the Romanian resource dossier 	<ul style="list-style-type: none"> ▪ Preparation for future integration of Observatory into Cedefop network continued 	<ul style="list-style-type: none"> ▪ Increased capacity of the RNO ▪ Commitment to participate in cooperation with Cedefop ▪ Access to relevant data and information ▪ High quality of RNO's products ▪ Ability to identify local experts

Annex 4

ETF activities in Romania placed within the general context of HRD/VET and LM reforms in Romania during the period 1996 - 2006.

OBJECTIVES ACCORDING TO ETF WP 1999-2006

1999 WP

PRIORITIES	ETF' OBJECTIVES	ROMANIAN OBJECTIVES
1999 WP		
Mission ETF: Support the reform of VET and management training in partner countries		
Special emphasis in the framework of accession	<ol style="list-style-type: none"> 1. The capability to implement the acquis 2. Institution building 3. Development of the role of VET in regional restructuring 4. Preparation for ESF 5. Training measures to support active employment policies 6. Social dialogue 7. Transparency of qualifications ETF Board functions 8. Assist in the definition of training needs and priorities 9. Provide information on current initiatives and future needs 10. Examine the scope for joint training ventures 11. Manage programmes 12. Assist in monitoring and evaluation of training assistance 13. Disseminate information and exchange experiences 	
2000 WP		

Mission ETF: support the reform of VET and management training in partner countries		
		<ul style="list-style-type: none"> ▪ To continue and in most cases complete the management of Phare funded systemic reform programmes ▪ To assist the Commission/Delegations in the design and implementation of Phare Programme support to employment and training in the context of the European Social Fund activities ▪ To provide tailor made technical support and advice to individual candidate countries in the design and implementation of ESF type policies and measures ▪ To develop further information exchange and good practice between the candidate countries themselves and with Member states ▪ To promote the analytical capacities of the national observatories in order to enable their support for national authorities in the monitoring and evaluation of ESF type actions ▪ Support to international and national management training networks ▪ Support to the implementation of Tempus programme
2001 WP		
Mission: support the reform of VET and management training in partner countries		
<i>Act as a centre of expertise</i>	<ul style="list-style-type: none"> ▪ Provide analysis and information on current initiatives and future needs in partner countries ▪ Facilitate contacts between key actors in the vocational training field ▪ Disseminate information on EU best practice ▪ Channels offers of cooperation from donors 	<ul style="list-style-type: none"> ▪ Institution building for continuing training in Romania (in cooperation with EU member states) ▪ Development of the capacity of NOB to skill needs analysis in companies as input in HRD strategies at regional level ▪ Respond to requests from EC Delegation to support Phare programmes concerned with Human Resource Development and the Preparation of ESF ▪ Review of progress on Vocational training reforms in order to monitor preparations for accession ▪ Employment Policy Reviews on request of DG EMPLOI to assist JAP process ▪ Contribute to Leonardo monitoring working ▪ Involve the National Observatories in evaluating HR and employment

		<p>policies in candidate countries</p> <ul style="list-style-type: none"> ▪ Work programme between Cedefop and ETF.
<i>In the field of programme management</i>	<ul style="list-style-type: none"> ▪ Designs and implements projects ▪ Assists in monitoring and evaluation ▪ Disseminates results 	
2002 WP		
Mission: support the reform of VET and management training in partner countries		
<i>Act as a centre of expertise</i>	<ul style="list-style-type: none"> ▪ Provides analysis and information on current initiatives and future needs in partner countries ▪ Facilitates contacts between key actors in the vocational training field ▪ Disseminates information on EU best practice ▪ Channels offers of cooperation from donors 	
<i>In the field of programme management</i>	<ul style="list-style-type: none"> ▪ Designs and implements projects ▪ Assists in monitoring and evaluation ▪ Disseminates results 	
WP 2003		
Mission: Enlargement		
<i>Support to the Commission</i>	<ul style="list-style-type: none"> ▪ Support to the Phare Project cycle ▪ Start Monograph exercise ▪ Review of Progress as input into Regular Report and Phare programming cycle (linking with CEC LLL Communication and Future Objectives of E&T systems) ▪ Raising awareness on 'acquis communautaire' with support of TAIEX 	
<i>Information Provision and Analysis</i>	<ul style="list-style-type: none"> ▪ Support NOB to follow new reporting guidelines in order to align in reporting arrangements coordinated by Cedefop 	
<i>Development Activities</i>	<ul style="list-style-type: none"> ▪ Framework for Cooperation with Cedefop, including TT Net, eLearning as part of vocational training policies, assistance to the candidate countries to follow and adopt outcomes from the European forum for transparency of qualifications 	

	<ul style="list-style-type: none"> ▪ Cooperation with Eurydice 	
WP 2003		
<i>Support to the Commission</i>	<ul style="list-style-type: none"> ▪ Monograph, for DG Employment and Social Affairs as input in the JAP process, monitoring and assessing priorities that have been identified in the JAP ▪ Review of Progress, to provide an input to the regular annual reports drawn up by DG Enlargement ▪ Together with Cedefop support the follow up on the Communication on LLL, disseminating information on policy developments at the Community level involving Romania in increased cooperation in VET at European level (Copenhagen process) for DG Education and Culture ▪ Raising the capacities for the management of ESF measures, through the institution building project ▪ Support Phare programme implementation, including through relevant peer reviews focusing on critical issues 	
<i>Information Provision and Analysis</i>	<ul style="list-style-type: none"> ▪ Through the national observatories provide and analyse information on labour market related vocational training in partner countries meeting international reporting standards and data in support of Commission, Cedefop and Eurydice and Partner Countries ▪ Provide basic information in E&T system in Romania ▪ Prepare for a possible inclusion in Cedefop network of reference and expertise. ▪ Reporting thematic developments inline with Cedefop guidelines for member states ▪ Cooperate with Eurydice network ▪ Survey on LLL good practices; ▪ Develop Common Indicators; ▪ And through national observatories disseminate structured information and analysis on EU and Member State approaches and best practice; 	
<i>Development Activities</i>	<ul style="list-style-type: none"> ▪ Development "test bed" activities ; ▪ Raise awareness of social partners about key issues and recommendations identified in the "Framework for action for lifelong development of qualifications and competences"; 	

	<ul style="list-style-type: none"> ▪ Use pre-accession experience of Romania in Western Balkan region; 	
WP 2004		
EU priorities for acceding and candidate countries: <ul style="list-style-type: none"> • Design and implementation of VET, HRD and labour market programmes in Phare • Institution building for the management of European Social Fund type of measures. • Familiarisation with the Community's current policy development in the field of LLL and in particular VET; • ETF cooperation with Cedefop to prepare integration into Cedefop's networks 		
ETF overall objective: <i>to enhance the impact of EU external assistance by providing expertise in education and training</i>		
Support to the Commission and dissemination of EU Policies;	<ul style="list-style-type: none"> ▪ Expert support to Phare programming and implementation ▪ Analytical input in monitoring JAP priorities ▪ Facilitate systematic association of Romania with EU policy developments aiming to promote an increased cooperation in education and training at EU level (Copenhagen process) ▪ Update ETF "Review of Progress in VET reforms" for Romania as input to the regular report drawn up by DG Enlargement ▪ Provide support to DG Employment in preparing Romania for participation in European Employment strategy ▪ Institution building in the field of HRD ▪ Use pre-accession experience in Western Balkans 	
Provision and Analysis of information and data of information in support of the Commission and Partner Countries;	<ul style="list-style-type: none"> ▪ so that NOB provides services and carries out programmes to be agreed with the ETF and is also well prepared for future integration in Cedefop's ReferNet 	
Development Activities;	<ul style="list-style-type: none"> ▪ to accelerate and reinforce systemic cooperation and communication with Cedefop through the full and effective implementation of the commonly agreed Framework of Cooperation 	

WP 2005		
EU's Enlargement policy focuses on assisting the candidate countries to improve their infrastructure and economy with a view to fulfilling the criteria necessary for accession to the EU. The ETF will support that policy by helping to prepare the countries to take full part in the European strategy in education, training and employment (Lisbon strategy).		
ETF overall objective: to step up and complete the pre-accession members by the beginning of 2007		
Support to the Commission	<ul style="list-style-type: none"> ▪ Impact of EU investment in HRD in candidate countries increased in line with EU pre-accession policies through input to the European Commission's project cycle and policy dialogue with the partner countries; 	
Information and Analysis:	<ul style="list-style-type: none"> ▪ Updated national and cross-country quantitative and qualitative information and analysis and increased capacity of candidate countries for information and analysis; 	
Development Activities	<ul style="list-style-type: none"> ▪ Systematic cooperation and communication with Cedefop through the full and effective implementation of the commonly agreed framework of cooperation 	
WP 2006		

<p>Support to Enlargement</p>	<p>To increase the impact of EU investment in VET in the candidate countries in line with EU Pre-accession Policy through input to the EC's project cycle and dissemination of EU policies;</p> <p><i>Expected results</i></p> <ul style="list-style-type: none"> ▪ Commission programming cycle supported by ETF in line with EU priorities and in close cooperation with Commission services in Brussels (in particular Directorate General for Enlargement and Directorate General for Employment, Social Affairs and Equal Opportunities), and EC Delegations in candidate countries; this will include the provision of information and analysis to Commission services as requested ▪ Support provided to Commission services to inform programming of new Instrument for Pre-accession Assistance (IPA) 2007-13 ▪ Institution capacity building for social partnership and for the preparation of accession and structural funds management ▪ Dissemination of EU policies on education, training and employment in candidate countries ▪ Support the participation of the candidate countries in Cedefop activities and networks 	
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CASE STUDIES

I Institution Building in Romania 2002 - 2005

The case study is built on the basis of:

- 6. Interviews with key stakeholders in Romania
- 6. Interviews with ETF
- 6. Interviews in the European Commission
- 6. Study of the available documents and reports

1. The activities and overall objective

A large number of institution building activities have been developed by ETF on Romania during the 2002 – 2005 period. They have a common overall objective and can be seen as a package of interventions designed on a yearly basis and included in the ETF annual work programmes as multi-country projects. The IB interventions are seen by ETF as an important and essential part of their activity responding on one side to the needs for preparation for ESF and also for the active participation in the Copenhagen Process to achieve the Lisbon goals.

They focus on improving the capacity of Romanian stakeholders to support an integrated strategy for HRD including further enhancement of the role of social partners at local and sectoral level, operationalisation of national CVT policies, review of national qualifications framework as well as an effective use of the funding available through the European Social Fund. Due to the large amount of information, we begin the case study with a brief description of the projects, followed by detailed comments on individual or groups of projects structured on the four evaluation criteria.

2. Description of the IB projects

2.1. The 2002 IB programme (B22)

Overall objective: To provide tailor-made support, training and advice to national authorities and social partners involved in the planning and design of projects in the field of human resources development within the local economic context.

Time period: September – December 2002

Activities and results: 2 seminars in Bucharest and 1 study visit to Germany with 10 participants

Target group:

A group of 10 officials from the Romanian institutions involved: the Ministry of Education and Research, the Ministry of Labour and Social Solidarity, the Ministry of Development and Prognosis, the National Agency for Employment, employers' organizations and trade unions.

Budget: 39566 Euro

The project is linked with another institution building project implemented during 2001-2002 called Promotion of the Culture and Practice of Social and Civil Dialogue. It had a duration of 18 months and started in mid-June 2001 with a budget of 484869 Euro and aimed to support the establishment and/or consolidation of the institutional arrangements which promote the active participation of civil society organizations in the social and economic decision making process in the South Eastern European countries. The project activities included creation of national working groups bringing together the main social partners, study visits in member states, review of social dialogue in each of the participant countries and, training and dissemination seminars at country level.

The expected impact amongst other things was the development of the capacity of the participants (stakeholders) for improving social dialogue, by a better analysis and understanding of the needs and expectations as well as exposure to the experiences and contact with EU and other national counterparts. In a mission report by ETF prepared in December 2002 it is mentioned as a general comment, that the participants have appreciated the idea of seeing at work the institutions responsible for the implementation of the "ESF type projects". However, it said that a more focused visit should have been offered for the people that will be delivering the same activity in Romania.

2.2. The 2003 IB project (C33)**Overall objective:**

Enhancing the role of local, regional and national employers organizations in HRD and strengthening the sectoral representation by providing tailor-made support, advice and training to employers' representatives in Romania in promoting HRD and training in companies; HRD, training and education policy development for employers; and the planning and design of projects in the field of human resources development and their link to the overall economic context.

Time period: September 2003- March 2004

Activities and results:

An initial feasibility phase included mapping of the employers' organizations and making an inventory of existing good practice in HRD and training policies in employers' organizations and individual companies. During the phase, the following were undertaken: (1) identification of the most appropriate themes for awareness raising seminars; (2) identification of the facilitators for the round tables and trainers and presenters for the seminars; (3) identification of an experienced author-cum-editor with a

background in HRD for the manual; (4) refinement of the agenda and the objectives for the (first) employers' roundtable.

PHARE PROJECTS 1996 – 2001

Awareness raising and social partners' dialogues were then held in events consisting of 6 seminars and roundtables. Initially planned to be organized in the North East region, they were held in other regions as well. There were also three round tables in Bucharest. An HRD guide for employers was prepared and disseminated. It was prepared by a team of experts from the National Institute of Economy and Felicia Zarojanu, the coordinator of training activities.

Target group:

There was a large participation of stakeholders involved in HRD activities in the regions including companies, employers' representatives, trade unions, labour and education bodies and local authorities. According to the reports on the seminars and roundtables, there were between 18 and 45 participants at each event. It should be noted that the seminar and the roundtable in any particular location were organized on the same day with the same target group.

Budget: 54599, 68 Euro

Implementation arrangements:

The RNO was contracted for implementation through a direct award. The 2003 activities were a first step towards a more structural support to employers' organizations that would allow the best performers to compete at the European level and ensure that all employers' organizations were aware of and making use of HRD in companies. The approach was based on sharing experiences and expertise in the field of HRD and training with employers' organizations, using good practice from Romania.

Opinion of stakeholders

According to the evaluation of the seminars, the feedback from participants was highly satisfactorily. There were some problems mentioned though such as absence in Ploiesti of the trade unions and employers' association invited and a low participation in Galati (18 participants) compared to other locations.

2.3. The 2004 IB project (D22)

Overall objective: The purpose of the 2004 institution building programme was both to build up a common core of expertise in the country to enhance the ability to implement ESF in a structured framework and to strengthen the effectiveness and impact of future ESF.

The specific objectives for 2004 IB project had two activities:

- Further support to active involvement of social partners, aiming at enhancing sectoral bodies;

- Support to the development of local capacity to evaluate ESF types of activities

Note: As capacity of evaluation of ESF types of activities is included in our analysis in the category of activities called Assistance for the Programme Cycle, we will describe in this case study only the first one.

Time period: August 2004 – January 2005

Activities and results:

The **expected results** formulated for IB 2004 were:

- Enhanced capacity of national and regional institutions and stakeholders, to plan and design human resources development projects.
- General: a network of key national and regional stakeholders established as a point of reference for planning and designing future investment in human capital development and for future consultation at regional level in this field.
- Specific: Institution building is provided to at least 30 key stakeholders from Bulgaria, Turkey and Romania; practical training materials produced; dissemination implemented by the participants in the respective region within the framework of wider economic reform, and with particular reference to EU assistance.

The activities

- Organization of 2 seminars in Bucharest :
 1. **“Development of qualifications and defining skill needs”** to explore the role of the sectoral committees in defining the requirements for qualifications in line with the changing needs of the sectors.
 2. **“CVT organization and financing”** to explore the role of two sectoral committees in promoting continuing training through funding arrangements, information and organization.
- Organization of study visit involving 10 participants from the machinery sector and from the sub sectors of car production and maintenance, heavy machinery, equipment and fine mechanics to The Netherlands for 5 days

Target group: Romanian institutions involved. Participation:

- Economic and social partners, employers' organizations, HRD coordinators, local authorities, local VET experts and professionals, regional development agencies and VET policy makers.

- the two sectoral committees **Manufacture of machinery and equipment, fine mechanics** and **Food industry, beverages and tobacco**, to focus on as a first Institution Building intervention were established based on consultations with NATB which was the main partner in this project
- It was intended to include in the seminars 40 participants: 20 from central level and 20 from local level for the study tour of which 10 participants would be from trade unions in the machinery sector.

Budget:

For Romania 78533, 87 Euro in 2004 and 21,831 Euro in 2005 out of 170000 Euro for the whole multi-country programme.

Implementation arrangements:

The RNO was contracted for implementation. This was a direct award with an allocation of 35000 Euro. RNO had to provide the staff needed:

- One general coordinator of the project (local senior expert)
- 2 sectoral coordinators (local senior experts)
- 2 local experts for the seminars

The IB project for 2004 is based on the experience acquired during the previous ETF projects in IB. The seminars and roundtables organized during the previous project showed clearly the weakness of the HRD activities in the companies and the problems of the system at the national and local level.

In the background for the project was the production of the ETF Peer Review, *“From Consultations to initiatives activating the role of social partners in continuing training”* which was carried out in 2003 – 2004 and published in November 2004. The report showed that social partners rarely play a proactive role in promoting HRD. Bipartite cooperation is still in an embryonic phase in spite of the fact that training is an issue of growing importance for collective labour agreements, and the labour code even obliges staff consultation on company training plans. This lack of interest is also reflected in the number of applications that had been submitted by social partner representatives for the pre-ESF HRD grant scheme.

These conclusions indicated the approach to strengthen the organizations of the social partners at local level, which are in direct contact with the companies, has proven to be very valid and much more needs to be done in this area.

During the whole cycle of the project (starting with needs analysis, formulation and ending with implementation) there was an effective collaboration with the staff of NATB.

2.4. The 2005 IB project (WP05-11-03)

Overall objective: The overall IB programme objective is both to build up a common core of expertise in the countries to enhance the ability to implement ESF within a structured framework and to strengthen the effectiveness and impact of future ESF; in particular in Romania it was to further support the active involvement of social partners, aiming at enhancing sectoral bodies.

The Institution Building Project 2005 was the continuation of the project in 2004 and was included the following:

- Focus on social partners;
- The sectoral level approach.

Time period: May 2005- 31 October 2005

Activities and results:

The **expected results** formulated for IB 2005 were:

- Enhanced capacity of national, regional and local institutions and stakeholders, to plan and design human resources development projects.
- A network of key national, regional and local stakeholders established as a reference point for planning and designing future investment in human capital development and for future consultation at regional level in this field.
- Role of social partners enhanced in sector committees and ESF evaluation capacities developed at national and local levels, and assessment and quality assurance promoted.

The activities

- Capacity building provided to at least 30 key stakeholders
- Practical training materials produced and dissemination implemented by the participants in the respective regions within the framework of wider economic reform, and with particular reference to EU assistance; production of 4 brochures based on the project activities in 2004 and 2005; production of guidelines for sectoral committees for the review of existing qualifications and occupational standard;
- Development of a brief glossary for sectoral committees in Romania.
- Interim evaluation of the recently introduced Adult Training Authorisation System in Romania;

- Seminars, conferences:
- One seminar on June 2005 called “**Qualification review, Quality Assurance and Assessment and Validation**” in Bucharest to explore the role of the two Sectoral Committees in defining the requirements for quality assurance and assessment in line with the interests of the sectors
- One seminar on “**Learning at the workplace**” in September 2005
- Study visit in October 2005 in UK for the food industry sectoral committee
- Additional ad hoc activities based on particular national needs

Target group: Romanian institutions involved. Participation:

- Social partners, employment offices, ministries and local authorities, local VET experts and professionals, [national observatories](#), NGOs, regional development agencies, SMEs, teachers, trainers and VET policy makers.
- Participation was enlarged to 60 participants for each seminar
- For the study tour, 12 participants were chosen from food industry covering trade unions, companies and training centres

Budget: 20262.79 Euro for Romania out of 272000 Euro in total for the whole multi country project.

Implementation arrangements:

- ii. RNO contracted for implementation. This was a direct award responsible for the activities’ implementation with an allocation of 25000 Euro (for this component of the project)
 - RNO had to provide the staff needed
 - One general coordinator of the project (local senior expert)
 - 2 sectoral coordinators (local senior expert)

3. Conclusions and recommendations of the evaluation of the IB projects

Opinion of stakeholders

Relevance

The IB projects were appreciated by persons interviewed and were considered relevant for the needs of Romania in the process of accession and also for their own organizational needs. There were cases when the interviewees mentioned the

development of their own capacity to deal with HRD development issues resulting from their job responsibilities during the projects.

A flexible design of the annual interventions was mentioned in the project fiche (published on the ETF website) and also reflected in the design. This was intended so that the project could accommodate the real needs that were to be ascertained after the project start. As an example IB 2002 project includes a feasibility phase. Needs analysis consisted of consultations on the themes proposed by ETF. NATB representatives mentioned they felt their contribution and opinions were considered. Many of the proposals were based on the Commission requests based on an obvious and agreed need with the Romanian authorities. There were also situations when the provision of assistance was based on a specific request from the Romanian stakeholders such as the assistance for Apprenticeship Law preparation at the request of Ministry of Labour

All interviewees mentioned that the target groups were well chosen, but if extra resources would have been available, a more intense targeting of groups at the local level would have been most beneficial. The Ministry of Labour representatives felt that in the beginning of ETF activities more focus was on the Ministry of Education and their structure and later the assistance was more balanced. Moreover the National Observatory was perceived in the same manner i.e. more education than labour market based. It was also mentioned that there was a need for a more and better focus on the decision makers' level -in order to facilitate smooth implementation of recommendations

Added Value

Opinion of stakeholders

Persons interviewed appreciated the added value brought by ETF interventions in Romania for Institution Building in preparation for accession and in particular for ESF. Notably, they mentioned the involvement of social partners, roles and structures of the social partnership. and the methodologies used for the first time in Romania or their institutions such as peer reviews (two were mentioned for IB): (i) from consultation to initiatives activating the role of social partners in continuing vocational training and (ii) peer review on adult training providers' authorization system.

Specific methods used at various times were considered by the beneficiaries as new and good approaches. In the 2002 IB project, the participants in the study tour in Germany considered seeing similar institutions at work a good approach.

The assistance provided by ETF, mainly by its country manager, complemented the kind of assistance ensured through Phare technical assistance and twinning projects. The main features of the ETF assistance mentioned were:

- iii. the subject approach which was cross institutional when needed; going into details on principles and methodologies

- iv. catalyst role among stakeholders: using their expertise to make things happen
- v. assistance was readily available, responsive to local needs, timely and adequate, based on a very good personal relationship created by the country manager with the stakeholders
- vi. a wide experience brought from several countries and not solutions based on a specific country or institutional experience.

Despite the low level of resources in comparison with other Phare projects, the ETF assistance proved to be, in many cases, the single source to finance activities needed by Romanian stakeholders. Examples mentioned more frequently include the evaluation of the national authorisation system and the support for sectoral committees' development.

The IB projects have clear links with their predecessors, each of them building on the results of the others as stated in the project fiches made available by ETF. Even the first IB in 2002 was linked with the former Multicountry International Co-operation: Management of Social Partnership Programme in Co-operation with ECOSOC (2001 – 2002).

There are clear synergies with other Phare projects such as technical assistance or twinning projects either providing recommendations for them or the results of ETF previous projects being built upon. One collaboration with another donor other than Phare EU during the reference period was mentioned, during discussions with the ET, namely the Striking Deals Project - a bilateral project between the Netherlands and Romania. The study visit within IB 2004 in the Netherlands was organized in cooperation and in succession of the study visit with the Striking Deals Bilateral Project. The Striking Deals project already had covered the sub-sectors shipbuilding and aerospace during the study visit in September 2004. It was aiming to establish training expertise centres and negotiate the funding and organization of CVT for aeronautical and shipbuilding branches in Romania. Finding more synergies could help ETF to increase the volume of assistance with greater effectiveness and impact.

Effectiveness

Opinion of stakeholders

The people representing the institutions involved in IB projects that were interviewed considered the results expected were achieved. The ETF projects within the mentioned period were small scale projects with a reduced capacity to offer spectacular results. The benefits perceived in IB fall in were:

- vii. competences built in institutions, including good institutional and inter-institutional practices
- viii. tools for HRD (methodologies and documentation to be used further, publications)

- ix. recommendations on creating or improving systems accepted by the Romanian stakeholders
- x. improved cooperation among stakeholders. As an example, the CVRT commission was reactivated and a new CVT strategy has its origin in ETF interventions.

Also highlighted have been the contributions in developing the social partners' involvement in the following:

- o Greater involvement of social partners in occupational standards development and greater awareness about their role in defining qualifications.
- o Capacity of NATB to fulfil its new role as the National Qualifications Authority
- o Improved behaviour of the social partners reflected in project ideas that led to sustainability

The following could be considered for improved effectiveness:

- o More events and a larger capacity to cover more people for training development which could also allow more focused training and development.
- o A more rigorous use of PCM and logical framework principles which would also create a higher impact and sustainability potential. Logical matrices, indicators of achievement and targets were not properly used or defined.
- o It has to be noted that the implementation usually started late each year i.e. in the second half continuing sometime till quite late in the following year. As an example IB 2003 undertook implementation of a large number of activities in April-May 2004. The situation improved for IB 2005 which started in May. In the various reports, delays in implementation have been noted for several activities.
- o Unfortunately for the IB projects, structured evaluations did not take place. Only mission or events' reports were prepared with a limited value from the point of view of assessing overall project quality.

Impact

Opinion of stakeholders

It is widely recognized that it is difficult to measure impact of interventions in training, development and capacity building. However it is possible to draw a number of conclusions based on the reports, feedback from stakeholders interviewed or respondents to questionnaires. As they were designed, the first two IB projects had a reduced potential of impact for the following reasons:

- xi. there were a reduced number of events spread across the country compared to the huge need at that time.
- xii. the ownership of the results was not undertaken by any Romanian institution in order to continue, use and valorize the results.

The impact could also be assessed at the level of changed behavior of the participants (again smaller in comparison with the size of the need). In the case of the first IB project 2002, as the requisite institutional structures were not in place, there were fewer opportunities to apply the learning acquired.

Opinion of stakeholders

- o The contribution to social dialogue and participatory approaches (open methods of cooperation) by ETF was considered highly significant by stakeholders.
- o The IB 2004 proved to have a higher impact than previous ones; one reason is the partnership with NATB which assumed ownership of the results, continued the activities and more over valorised them. The interviews with NATB and trade unions representatives revealed a high satisfaction on results as well as on impact and sustainability.

Furthermore, there has to be mentioned:

- xiii. an improved attitude of social partners regarding cooperation in the field of HRD
- xiv. an improved image of NATB mainly related to its future role of the National Authority
- xv. valorization of the publications on social partners' role prepared during the project
- xvi. use of the peer reviews for further developments of NATB policies and activities
- xvii. Sectoral committees' development has been continued. One example is the chemical and petrochemical sectoral committee which developed within a project financed by the Netherlands government in partnership with the Dutch National Institute which is the bipartite organization for the sector. The project had roots in the study visit organized in 2004.
- xviii. The Phare project for the development of national qualifications is ongoing and addresses four sectors, two of them being those included in the IB ETF projects.

The experience gained by NATB was presented in a seminar organized in Sinaia in September 2007 and was highly appreciated. Use of the Romanian experience in other countries would increase the impact of ETF activities in Romania and would ensure a high effectiveness and efficiency of the interventions in countries with similar situations.

CASE STUDIES

II Romanian country monograph on VET and employment services

The case study is built on the basis of:

1. Interviews with the RNO and further email correspondence with it
2. Interviews with key stakeholders in Romania
3. Interviews with ETF
4. Interviews in the European Commission
5. Study of the available documents and reports

1. Aims and objectives

The main purpose of the country monograph on vocational education and training and employment services was to provide an analytical input to the monitoring of the country's progress in implementing the Joint Assessment Paper priorities jointly agreed between Romania and the European Commission. Current EU policies based on the Lisbon conclusions, such as the lifelong learning initiative, and the European Employment Strategy set the framework for the analysis.

Added Value Effectiveness Impact The aim of the Monograph was to put these changes in a wider context and dedicate special attention to the links between the education, training and employment policies. The findings of the Monographs thus underpin the conclusions of the Joint Assessment Papers in providing a detailed analysis. Whereas individual stakeholder organizations have been consulted in the field visits and during the drafting of the Monograph, the Monograph seminar provided a national platform to discuss the findings of the Monograph with national stakeholders.

The monograph's analysis aimed at providing:

- (1) **an instrument** to assess the progress made by Romania to increase responsiveness of the national VET systems to labour market needs, in particular addressing the challenges and priorities related to the development of lifelong learning;
- (2) **a tool** to assess the effectiveness of the public and private employment services to assist both unemployed young people and adults and those threatened by unemployment to enter the labour market; and
- (3) **a basis for positioning** the Romanian's development trends of VET system in relation to those in the other EU member states.

Opinion of stakeholders:

Several respondents to the questionnaires underlined the role the Monograph played to

present the existing problems in VET in the country and propose solutions (this was in 2003). The Monograph was one of the ETF's successful initiatives in supporting the significant changes mainly in the field of legislation for authorization of training providers and the promotion of the Short and Medium Term Strategy for Continuous Training 2005-2010. One respondent remarked that the country monograph as well as other ETF initiatives like the peer review on social partnership and assessing quality of the accreditation process required resources or expertise needed by the stakeholders or policy makers that did not exist anywhere else.

2. Main projects and resources

Three ETF projects relating to the Monograph focused on the three stages necessary to produce such a comprehensive report and where an international team of experts worked closely with the key Romania stakeholders (MoER, NAE, RNO, MOLSSF, NCDVETD, etc):

1. *Support for the preparation of Country Monograph 2001 (14342 Euro)*
2. *Continuation of the country Monograph and Publication of the Report: 2002 (21557 Euro);*
3. *Country Monograph Seminar 2003 (3300 Euro)*

1. **Support for the preparation of Country Monograph on “Vocational Education and Training Systems and Employment Services in Romania”;**

Project objectives: The main purpose of the project was to debate and discuss the main VET and HRD issues and challenges to be discussed in the Romanian Country Monograph. The report was foreseen to serve as a useful analytical tool to assist Romania and EC in monitoring the progress in implementing the JAP priorities. The projects brought together main stakeholders and social partner as well as the team mobilised for writing the report.

Main results:	Meetings, report
Period	2001
Budget:	14342 Euro
ETF role:	ETF product with support RNO

2. **Continuation of the Country Monograph and Publication of the Report**

Project objectives: The project aimed at producing the Country Monograph report, translate and publish into English.

Main results:	Report, publication
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Period	2002
Budget:	21557 Euro
ETF role:	ETF product with support of the entire team mobilized for the project

3. Support to the Commission. Monograph Seminar

Project objectives:	The main purpose of the seminar was to provide a national platform to discuss the findings of the monograph with national stakeholders
Main results:	Monograph seminar
Period:	2003
Budget:	3300 Euro
ETF role:	ETF with the support from RNO

ETF mobilized a strong international team for the preparation of the Monograph:

- 4. 2 ETF staff
- 4. 1 international expert
- 4. 4 RNO experts
- 4. 1 local Romanian expert

The Romanian National Observatory co-coordinated the project and provided content and technical support in the country assisted by Mr Adrian Ciobanu, the lead expert, who had the final responsibility for the coordination of the inputs of the Romanian experts. The project was developed in two phases: Monograph phase 1 and Monograph phase 2 due to a delay in the process of agreeing on and signing the Joint Assessment Paper between the Romanian Government and the European Commission.

The first phase of the Monograph included a preparatory meeting and the collection of background information by the national expert team and a first field visit to institutions in Bucharest, a first working draft of the answers to the questions, as well as some preparatory work for field visits in December.

Phase 2 of the Monograph started with a review of the first draft and a second field visit in Romania to the National Employment Agency and institutions in some of the counties and towns during the period 9-14 December 2002. The visits were then followed by the drafting of the second draft Monograph prepared by the national experts and followed by the final Monograph document which was drafted by the ETF in co-operation with the EU expert and then submitted to the European Commission following consultation with the national authorities.

The project itself included desk research of all relevant documentation and field research carried out through interviews with relevant institutions and key actors at both central and regional level (MoER, NAE, RNO, MOLSSF, NCDVETD, etc), labour offices, training institutions, local authorities, NGOs, social partners etc.

Though the entire process, the ETF provided expert advice and guidance on the methodology to be adopted. The monograph followed the structure given by ETF and was the subject of consultations with the national expert team, the international expert and relevant national authorities before being submitted to DG Employment and Social Affairs. Apart from the monthly progress reports, RNO provided to ETF a final technical and financial report as well as the narrative summarising the outputs produced including general comments and recommendations which were submitted one month after all activities have been completed.

Opinion of stakeholders:

Relevance

Added Value

Effectiveness

It was generally stated that, the country monograph as well as other studies were prepared in close consultation with the national stakeholders in a very professional manner and were very useful for assessing the country position and policy developments.

3. Networking and dissemination of information and good practice

The main findings of the ETF Country Monograph on the Romanian Vocational Education and Training and Employment Services were discussed in December 2003 at a meeting in Bucharest. The meeting included all key Romanian stakeholders, notably representatives of the Ministry of Education, Research and Youth, Ministry of Labour, Social Solidarity and Family, Ministry of European Integration, National Agency for Employment, National Adult Training Board, social partners, officials from DG Employment and Social Affairs, and the EC Delegation in Romania.

The country monograph was made available in English and Romanian both in print and electronic format. However, the dissemination activities and presentation of the Monograph in the country were rather poor.

The numerous consultations via working groups and the Monograph's seminars brought together key representatives of ministries, RNO, NCDVETD, NGOs, social partners etc improving inter-institutional cooperation and dialogue. All the main stakeholders had to be working together to facilitate the emergence of an economically and socially relevant education and training system as was mentioned in the conclusions of the Monograph.

Opinion of stakeholders:

It was mentioned during the interviews that the country monograph of Romania has been quite effective in being accepted by the Romanian authorities. The Country Monograph as well as the peer reviews were an excellent source of information and reference for the TVET sector. The roundtables, dissemination seminar and the two study visits organised for the Monograph provided opportunity for networking and knowledge sharing of EU policy and national best examples of practice.

However, in this successful achievement as in some other cases, ETF has not been able to document and publicise enough such successful outcomes and impacts.

4. Conclusions

The Monograph highlighted several important weak points, which were tackled with concrete actions afterwards by the key stakeholders involved in the VET reforms.

The interviews confirmed that the Monograph has been broadly used in particular:

- b) in preparation of ministerial documents or reporting to the EU Commission (MoER);
- c) as a background paper in elaboration of policies (Short and Medium Term Strategy for Continuous Training 2005-2010);
- d) a relevant source of information for international experts (EU Commission, Cedefop)

The publication of an Executive Summary of the document both in Romanian and English might have been useful to increase the impact of the Monograph at national and international level. The interviews proved that the Monograph is known and used occasionally, when there is a need for particular information.

Opinion of stakeholders:

Some key stakeholders mentioned that Country Monograph as well as annual reports on the progress of VET and labour market reforms, key indicators, the JAP and the thematic reports had a direct contribution and impact on the policy development and assessment processes at national level, and a significant role in the creation of new institutions and legislation. MoER stated that the country monograph reports produced by the ETF as well as other reports aided the ministry when it had to report to the commission on progress being made and also to elaborate the ministry's strategic documents at the time of their preparation.

CASE STUDIES

III Romanian National Observatory

The case study is built on the basis of:

- 6. Interviews with the RNO and further email correspondence with it
- 6. Interviews with key stakeholders in Romania
- 6. Interviews with ETF
- 6. Interviews in the European Commission
- 6. Study of the available documents and reports

1. The structure, institutional setting and resources

The Romanian National Observatory (RNO)⁶ started its activities in September 1996 as part of the national observatories network established by the ETF. In close cooperation with the Romanian ministries responsible for VET, the Romanian government's Institute for Education Sciences was chosen as the host organisation of the RNO. The actual support of ETF became operational in January 1997. From an organisational point of view, RNO was an interdepartmental project and non-profit organisation, endorsed by both the Ministry of National Education and the Ministry of Labour and Social Protection.

The RNO was accountable both to the ETF (to which it regularly forwarded administrative and financial reports), and the Steering Committee (which convened once or twice a year) consisting of key representatives from the main national authorities⁷. In addition, the RNO was supported by an advisory committee, in which ministries, social partners and experts were represented. The advisory committee was an expert body that formulated needs and priorities and presented them to ETF. RNO had at the beginning a 1.5 permanent staff that were experts nominated by the Ministry of Labour and Social Protection. The number of permanent staff has grown over the years from 2 in 1997 to 14 presently. Depending on the respective projects and specific activities, additional experts from a wide range of fields were contracted for short periods of time. Sectors of such expertise included employment, public policies, regional development, national and sector based statistics, VET, human resources development, etc. Between the years 1998 and 2000, more than 100 experts were collaborating with RNO.

RNO developed a website in both Romanian and English which helped promote and disseminate its projects, products and data about VET and HRD issues.

⁶ The RNO webpage can be accessed at: <http://www.obsro.ise.ro/DesktopDefault.aspx>

⁷ The Steering Committee consisted of the following institutions: Ministry of National Education, Ministry of Labour and Social Protection, Social and Economic Council, National Training Agency, National Commission of Statistics, Department of European Integration, National Agency for Small Enterprises, National Agency for Regional Development, Chamber of Commerce and Industry, National Institute for Economics, Leonardo Agency, National Centre for the Development of VET.

The main customers of RNO were ETF, the Ministry of Education, the Ministry of Labour and Social Policy, the Ministry of Economy, Social Partners and NGOs amongst others. Since 2004, Cedefop has also started using information delivered by RNO for the two databases Vet-bib and Vet-Instit. Over the years, RNO became well known, recognized and appreciated by the main customers. The perception of other stakeholders however was that RNO was not known broadly enough, especially by NGOs. Better marketing and self-advertising strategy could have helped improve that.

The main financial resources for RNO came from the ETF while IES provided infrastructure. Since 1997, ETF has been allocating a minimum operational grant for the RNO, which has decreased steadily from 41000 Euro in 1997 to 24000 Euro in the year 2000 and reached 17581 Euro in 2006. In addition to this basic grant, ETF financed RNO's various projects or facilitated the carrying out of contracts between RNO and other partners.

Opinion of stakeholders

The interviews showed that RNO worked with a pool of very good experts, prepared analyses and statistics and could articulate well with the ministries if there was a problem in certain areas. The RNO had the logo of an EU agency, was seen as more independent and contributed to discussing the main issues and supporting the policy decision-making process. Moreover, stakeholders like MoER mentioned that they consulted RNO beyond interactions concerned with the ETF, obtaining information or requesting data and studies. It was generally recognized that RNO produced reports with value; country monographs for example were identified as a good instrument for programming.

The ETF regular support to RNO did not differ much from ETF regular support to other observatories in the network. At country level, NOs acted as operational units of ETF. Regular support covered a set of roughly standard products and services: short country reports, key indicators, country fact sheets, some thematic reports, consultations on the review of progress in VET, etc. The total funding of RNO was high mainly due to other contracted funds from ETF for different additional projects and activities, which varied in number and monetary value from year to year.

2. Policy and objectives

RNO's policy took into account the particular needs of the country, the pre-accession context and the affiliation to an ETF-managed network. Therefore, after a period of **institutional capacity building** (1997) and of **consolidation** and **establishing** itself (1998), RNO already possessed all the means to gather and process data and deliver good qualitative reports. After 1998, ETF encouraged the **sustainability** and **financial autonomy** of the National Observatory that was also stressed by the conclusions and recommendations of the RNO's external evaluators in November 2000. In addition, the **Medium Term Strategic Development Plan** (1999-2000) as well as the **RNO policy**

for the period 2001-2002, adopted by the Steering Committee were very much stressing the issue of RNO sustainability and its active involvement in the pre-accession process.

In 2003, the wider objective of ETF was to prepare the ground for the national observatories (NOs) of the future Member States to be incorporated into the Cedefop reference expertise network - REFER. To reach that goal the NOs started producing reports and collected information following a similar structure and format used by Cedefop. The main activities consisted of collecting bibliographical data, inputting into the databases and supplying news items.

In 2006 RNO produced for ETF the Romanian Dossier which included a list of main publications, legislation and contact details of key stakeholders in HRD in Romania as well as a short history of VET since 1990.

In the last couple of years, RNO's experts started to publish articles in the *Cedefop Info* and *European Journal of Vocational Training*.

Aims and objectives

The National Observatory network established by ETF shared **common objectives**, usually defined by two major functions:

- The **expert function** focuses on links between the labour market and VET systems, human resources development policies, employment policies and regional development with a view to possible future involvement in European Social Funds activities.
- The **clearing house function** is centred on how to best use various sources of information, how to facilitate co-operation among donors active in the country and to achieve synergy of different activities.

The objectives reflect the EC priorities for candidate countries as well of the Romanian government. In addition to these core functions, the RNO took on board two complementary functions:

- The **evaluation function** i.e. assessment of the various programmes and activities in VET (e.g. evaluation of the Leonardo Agency programme in 1999 and 2000, evaluation of the Socrates projects in Romania in the year 2000). There is a high demand in the project evaluation market especially from the perspective of extending structural funds (e.g. ESF-type activities). To consolidate RNO involvement in this field, two approaches were necessary:
 - development of internal project evaluation skills;
 - attracting evaluation professionals to work under the auspices of RNO.
- The **training function** refers to RNO's participation as National Training Institution (NTI), in collaboration with the National Agency for Regional Development, in training civil servants to implement ESF-type activities.

Moreover, the RNO carried out activities contracted with partners (International Labour Organisation, DG Employment) other than ETF which highlights the recognition of its qualitative work.

Other country specific activities were mainly focused on setting up and supporting the development of other projects and institutions such as supporting the National Resources Centre for Vocational Training and the National Training Institute designed to train civil servants to implement structural funds (in collaboration with the National Agency for Regional Development and the European Institute). Other activities include: the database of Leonardo pilot projects in Romania, Phare-VET Projects (in collaboration with the National Centre for VET Development) and supporting the new observatories.

3. The relationship with ETF

The relationship of RNO with ETF had two main aspects: on one hand RNO was a beneficiary, and on the other hand RNO was a partner of ETF.

As a **beneficiary** RNO received from ETF the following support:

- expert and financial support;
- capacity building and staff development
- promotion by ETF of RNO activities (in the EU, to increase visibility);
- preparation by ETF of cross-country reports based on analyses from each observatory;

As a **partner**, RNO assisted ETF in the following areas:

- facilitating ETF missions, organizing meetings, Advisory Forum and conferences, on behalf of and with the ETF;
- facilitating access to ministries and stakeholders;
- information gathering and analyses for ETF reports, monographs, reviews, etc;
- partnership in some projects run by the ETF;
- implementing projects contracted to it by the ETF (for instance, Institution Building projects which are evaluated in a separate case study in this report).

Opinion of stakeholders:

According to representatives of the MoER and NCDTVED, the greatest achievement of ETF was the creation of the RNO. For the first time, an EU Agency had a permanent contact with the country and this observatory could act and assess independently policies or strategies implemented by national authorities. According to the RNO, for ETF, this exercise was in itself a learning and growing experience as the organisation

moved from merely bringing in ideas and models from outside to creating national capacities to undertaken policies and reforms, suited to the Romanian context.

4. Functions of Romanian National Observatory and their realisation

Providing analysis and policy advice for VET and LM reform

The inputs of RNO in this respect were mainly in the form of reports and studies. The RNO delivered quantitative information and statistical data on VET LLL, LM and employment policies in accordance with international standards (short country reports, country fishes), the CVT methodology (training of trainers), the national strategy for HRD and the employment policy review. The key ministries and institutions dealing with VET and labour market reform used those products. RNO reports have also fed into ETF products (like VET progress reports, the Monograph, etc.) and since 2004 into Cedefop's databases (Vet-Bib part of Refernet's products) and publications (Cedefop Info, European Journal). Policy advice was also given via participation of RNO in the working groups, seminars, training events and conferences where the recommendations and conclusion of its reports could be presented and discussed.

In 2000, RNO implemented a pilot project on human resources development in the region of Constanza and set up the National Training Institute in Romania. It also had the role of monitoring the ETF studies on VET against social exclusion in Romania as well as other institution building initiatives in Romania

The RNO reports and thematic studies (Skills Audit⁸, country monograph, peer review) were used as a reference tools. They helped systematize and analyse information and in this way save time for ministry officials. Due to the reforms which are taking place in the education and VET system it was suggested by some stakeholders that RNO could enlarge the variety of its products by providing tailor-made analysis which would be useful for sectoral approaches and for the social partners and in this way make itself more known and sustainable. The perception of those interviewees was that there is a growing demand for such type of products.

Opinion of stakeholders:

NATB stated that ETF activities were focussed on the finding the Romanian ways for meeting the Lisbon objectives and on correlation of the NQF with the EQF. Moreover, MoER stated that it consulted RNO in areas beyond those directly related to ETF activities and sought from it information and studies.

⁸ *Skills Audit Romania, Romanian National Observatory (2003)*

Dissemination of information and good practice

Stakeholders consider dissemination of information and good practice from the EU and other sources as a very useful and valuable function of the RNO. RNO had a dissemination list comprising more than 200 national and international organisations. Moreover, distribution of the RNO annual report and other products was done regularly via mail targeting ministries, agencies and social partners as well as regional institutions, which are usually stakeholders in the field of vocational education, training and labour market.

The main source for disseminating the RNO products and projects was the web site as well as the numerous events including seminars, conferences and training sessions organized by the observatory. Such seminars were designed to present and disseminate ETF and RNO products, for example, Country Monograph, Peer Reviews on CVT, etc. The majority of the events were held in Bucharest therefore the dissemination outreach was rather limited to the Bucharest area. It might have been useful to spread the locations where events were organized for dispersing information about the RNO and ETF projects but also to raise awareness about VET policies at national and EU level.

The web site of RNO was regularly updated and represented an interface between RNO's experts and others key actors in the area of VET.

Opinion of stakeholders:

It was mentioned by the respondents that dissemination of documents was very good and that all of them were available on the internet.

Networking

RNO had its own local expert network considering of almost 200 members, which it drew on to assist with producing reports, studies and seminars. It also helped develop a broad network within the country, which encompassed key ministries and other institutions at the national level, regional and local VET stakeholders, social partners, research institutes, NGOs mainly due to their representatives in the RNO Steering Committee and Advisory Forum.

RNO, as part of the ETF national observatory network and as a project of the IES body, managed to create an efficient network at national and international level between Romanian key actors in the VET arena and contacts from observatories of other countries especially in the Balkans, in particular the new observatories in Croatia and Bosnia, Serbia, Kosovo and Montenegro.

Through the events including seminars, conferences and workshops organized with or without ETF partnership, RNO brought together Romanian stakeholders at central, regional and local levels and facilitated dialogue, in particular inter-ministerial dialogue, between the ministries of labour and education.

5. Sustainability prospects for the future

RNO became a well-established unit with a good level of knowledge of the Romanian VET system and the labour market. The observatory was well known and recognized as a valuable source of information concerning VET policies and trends at EU and national level. Moreover, the former RNO has now secure financial resources from public funds and also gets financing through other various donor and projects. In fact, nearly a quarter of the projects IES (its mother institution) is undertaking are managed by the new Educational Policy Department – the new name of the RNO.

However, the former RNO could make itself more self-sustainable by:

- Developing itself in the direction of a service centre which provides tailor-made analysis;
- Promoting itself more at the national and international level. One of the possibilities is to use the network of 22 VET Centres existing within the Chamber of Commerce for advertising its services and products.

In January 2007, RNO joined Cedefop's Refernet, which means that additional financial resources will be available and RNO will remain as a Romanian centre of reference in the European arena.

Most probably, it will be the leader of the Romanian consortium to be formed under Refernet, which means that its role will increase substantially.

Opinion of stakeholders:

The opinion of the majority of the interviewees was that the observatory, over the years, became an important centre of reference for studies and statistics related with Romanian VET and labour market issues. The Romanian National Observatory evolved into a sustainable structure and was greatly involved in policy analysis and accession and post-accession research activities. RNO, in cooperation with ETF, facilitated the participation of various stakeholders in the reform process, and created a better communication flow between them as well as a division of responsibility among the various public agencies.

6. Conclusion

ETF not only set up the National Observatory but also facilitated its integration into Cedefop's Refernet. The observatory became over the years an importance centre of reference for studies and statistics related with Romanian VET and labour market issues.

Through its involvement in grant schemes, the National Observatory helped to increase the capacity of implementing bodies.

The RNO has now evolved into an Educational Policy Department of the IES that provides information and advice to government and parliament. For its parent ministry, it conducted evaluations in the education sector and it has also played a significant role in the development of the HRD strategy of the National Development Plan. The

government's acceptance and ownership of the work of IES can be seen in that the financial contribution from the public sector has increased manifold since the creation of the RNO.

The RNO was able to collaborate well with state bodies such as NCDVETD in realizing monographs and studies. ETF's interventions enabled strong networks to be built enabling the RNO to become the recipient of technical support.

Because of the RNO, the IES now has in-house capacity to undertake research and analysis though it will continue to use external consultancies and link with similar outfits, especially in the EU, whenever deemed appropriate. Other departments of the Institute emerged from the ETF projects related to RNO. The Institute is shortly expected to become a member of Cedefop's Refernet.

ANNEX 6

RESPONSES TO QUESTIONS IN STRUCTURED QUESTIONNAIRE

The field research was aimed to relevant stakeholders (EC and Cedefop representatives, Romanian stakeholders), and used two methods; one aiming to gather more quantitative information (through structured questionnaires) and the other (through interviews) aiming to obtain more qualitative data, especially related to specific activities relevant to the stakeholder.

The questionnaires were sent to the respondents prior to interview via email. The questionnaires were filled in and returned with a response rate of 80%.

The interviews were carried out from 1 to 20 of March. Most of them were carried out by the entire team in Romania (with Romanian stakeholders), and by phone (with Cedefop members). There were 4 persons from the European Commission interviewed in Brussels from DG Enlargement and DG Employment.

A few interviews were cancelled, due to unavailability of the interviewees, and, in the case of Cedefop with persons who did not work anymore in the institution and, therefore, were not reachable. See Annex 11 for a completed list of persons and organisations consulted.

Over half (53%) of the respondents of the questionnaire felt that ETF activities had greatly assisted in the accession of Romania to the EU, **while 42%** stated that the activities had assisted to some extent. The respondents stated that the ETF acted as a link between EU policies and national developments in IVET and CVET, streamlining the developments and policies through advice, projects and continuing assistance of the country managers. They stated that the Romanian legal and institutional framework was influenced by the regular ETF evaluations & assessments. One respondent remarked that regarding participation in training courses, Romania used to have a poor record but that ETF's activities supported the development of instruments that led to an increase in training. Others did not feel so strongly, stating that ETF could not have contributed in a decisive manner to Romania's accession, as there were many other factors involved.

Ninety two (92%) per cent of those who responded, stated that ETF activities complemented the work already being undertaken by the government or donors including that of the World Bank. They stated that ETF's activities were always planned and designed in co-operation with the EC Delegation and the Romanian ministries so as to match the country's needs and level of development keeping in view accession. For example, it was observed that ETF complemented the work of the Ministry of Labour, Social Solidarity and Family, especially in building up systems for adult training based on social partnership and quality assurance principles, focusing on active measures for training of the unemployed, retraining (including infrastructure development) and better programming of the EU funds (Phare and European Social Fund) which were used for training workers, the unemployed or the socially excluded. Another respondent mentioned that the last few years had seen significant changes mainly in the field of legislation for authorization of training providers and the promotion of the Short and

Medium Term Strategy for continuous training 2005-2010. ETF activities supported these changes e.g. in the form of the Monograph which in 2003 underlined the existing problems in VET in the country and proposed solutions.

Just 38% of respondents felt that ETF supported activities greatly led to a change at the policy level i.e. VET policy development in line with EU acquis. **Another 46%** felt that ETF was somewhat responsible for changes at the policy level. Example mentioned included the capacity building of sectoral committees, implementing a National Qualifications Framework and linking the labour market to VET supply.

Close to 85% of the respondents stated that ETF did not duplicate activities they were already undertaking with other donors. The reasons given for this included that internal planning preceded implementation of activities and the RNO helped in avoiding overlaps. One respondent remarked that resources or expertise did not exist anyway for duplication to occur. Examples of this included the country monograph, peer review on social partnership and assessing quality of the accreditation process.

Almost 90% of the respondents thought that under activities undertaken with ETF, appropriate beneficiaries were targeted. It was mentioned that ETF's small scale implementation projects provided examples of good practice for practitioners, and the research and policy development activities targeted the central decision-making and national agencies level. Further, that ETF's activities targeted the right beneficiaries at the central level (Ministries of Education and Labour, National Employment Agency, National Adult Training Board), but also at sectoral level (social partners in different economic sectors).

Just half (50%) of the respondents felt that the enthusiasm of stakeholders and social partners, involved in the ETF supported project or activities undertaken by their institution, increased over time while **23 %** felt it stayed the same and one respondent felt that it had become less. **23%** were unable to answer this question. A number of respondents noted that enthusiasm may not be the right factor to be assessed, but noted that the levels of understanding, expertise and willingness of stakeholders to cooperate had improved. It was noted that the ETF activities supported the building of partnership between the relevant governmental institutions and the expansion of common interest among the trade unions and employers' organizations. However, it was also noted that the process to empower stakeholders and social partners to assume their roles in building a sustainable institutional structure would be a long and continuous one and that while enthusiasm may have been high, their involvement was not optimal. Of those who felt that the enthusiasm remained the same, one remarked that while this may be the case, the institutional capacity had increased.

To the question how the following had affected the project or activities their institution had undertaken with the support of ETF, the responses were as under:

	Positively	Negatively	Not at all	Don't know
National policies and budgets	58%	0%	15%	27%
Support from enterprise and	54%	0%	12%	35%

SME and other social partners				
Support from civil society organisations	27%	0%	8%	65%

It was remarked that national policies in VET were concordant with the EU ones with Romania even piloting EU initiatives such as quality assurance in VET. Two respondents remarked that financial allocations in the national budget were unfortunately low. A couple of respondents stated that they did not think that civil society organizations had any involvement or impact on ETF activities.

Most respondents i.e. **80%** thought that ETF activities undertaken by their institutions corresponded to the institution's needs with regard to Romania's accession to the EU. Some examples in this respect would be: increase in the capacity of analysis and assessment of the adult training system and needs, development of a system based on social partnerships and enhanced capacity for planning and evaluation of the funds made available for adult training, raised awareness regarding EU activities on quality assurance in education and VET.

Many respondents i.e. **(57%)** of the respondents thought that the overall design of ETF activities undertaken with their institution was very satisfactory while a third thought it was somewhat satisfactory. One of the respondents considered the activities and projects as simple, targeted and strived for immediate results. Furthermore, the respondent stated that ETF also acted, through analysis and other activities, as an 'early warning' system regarding low performance of certain VET aspects such as the apprenticeship law. Another respondent stated that preceding the design of the work programmes, consultations were held, which meant a better preparation for the further work to be done.

In response to how they would rate the achievements of ETF in supporting Romanian accession in certain given spheres, respondents answered as follows:

	ETF had a lot influence	ETF had some influence	ETF had no influence	Don't know
Policy development support	38%	35%	4%	23%
Institutional building	27%	46%	4%	23%
Social dialogue and participatory approaches (open methods of cooperation)	35%	35%	4%	27%
Soft <i>acquis</i> , such as Lisbon strategy, qualification framework and ESF preparation	35%	38%	8%	19%

According to various respondents, ETF had a lot of influence in capacity building, facilitating dialogue among various actors, and rethinking (or making more flexible) the VET- related strategies of the various institutions involved in the VET reform and related LM policies. On the other hand, a number of respondents stated that the influence of ETF activities in the spheres mentioned above was more limited due to the magnitude of the activities or the amount of resources ETF had in relation to the context and in relation to other actors or because it was too early to estimate impact.

When asked whether any unplanned results had arisen because of the project(s) undertaken by their institution with ETF support, **11%** of those who answered said they had, while **42%** said they hadn't with only one respondent offering an explanation, stating that negative results arose because while exiting from the country, ETF left responsibilities to subcontracted agencies which possessed no expertise in the project domains.

61% of the respondents who answered whether financial resources available from ETF were adequate for their ETF-supported project(s) thought that the resources were adequate. **15%** thought that they were less than adequate and **24%** did not know whether they were adequate or not. Respondents stated that more resources would have resulted in greater technical assistance being available for the country especially if one looks at the need.

As a result of the activities undertaken with ETF support, **42%** thought there had been a great increase in capacity & knowledge of the immediate target group(s), **34%** thought there had been some increase while **4%** thought the increase had been marginal. **20%** did not know the answer to this question. Examples given were:

- a focus on actions for higher level of training for disadvantaged groups
- greater involvement of social partners in occupational standards development and greater awareness about their role in defining qualifications
- increase in decision making capacity and the creation of an expert network for the National Observatory activities
- awareness of Cedefop and increase in knowledge sharing and networking
- capacity of NATB to fulfill its new role as the National Authority for Qualifications

One of the respondents however noted that it takes time for such increases to be realized.

Asked whether they found ETF staff to be responsive to their queries or requests for assistance during implementation of activities, **65%** stated that the ETF staff was very responsive, **19%** replied that staff was somewhat responsive and **4%** stated that ETF staff was hardly responsive. Responsiveness, according to the respondents, was limited by financial constraints and level of expertise. However, generally the respondents who did comment mentioned that the ETF assistance was readily available, responsive to local needs, timely and adequate.

Asked whether as a result of the activities undertaken with ETF support, has there been

a change in behaviour or practice of the immediate target group(s), **15%** of the respondents stated there had been a great change. Most however, i.e. **57%** said there had only been some change. **Three percent** stated that there had been little change while **25%** did not know the answer to the question. Examples cited included enhanced capacity for cooperation, improved capacity of sector committees to both better understand their role and make contact with similar structures in Europe, improved VET teaching style and curricula and improved behaviour of VET school teachers because of training imparted to them. Factors mentioned which prevented greater change included lack of resources, the complexity of change and the limited time so far elapsed for changes to be realized.

Asked whether as a result of the ETF supported activities their institution undertook, did the respondents think that there had been a change in behaviour or practice of beneficiaries beyond the immediate target group(s), **15%** stated that there had been a great change. A further **30%** said there had been some change. **Seven percent** felt there had been little change while another **3%** felt there had been no change at all. Nearly **45% of** the respondents, however, stated that they did not know.

Asked whether their institution had developed the capacity to continue the same or similar activities without external technical support in the future, a third of the respondents stated it had fully developed such capacity, another third stated that some capacity had been developed, **5%** stated that no capacity had developed while **29%** did not know the answer to this question. One of the representatives of the Romanian National Observatory stated that it had evolved into a sustainable structure and was very much involved in policy analysis and accession and post-accession research activities.

About 68% of respondents answering the question, stated that their ETF supported projects or activities continued after the support from ETF ended. Another **3%** stated they the projects or activities had discontinued while the rest i.e. **26%** could not answer the question. One of the respondents mentioned that some initiatives continued to produce results long after completion of the ETF project e.g. the LLL strategy and the Phare projects for TVET, networks created, etc . Another respondent stated that even after some projects had finished a while ago, ETF had continued to provide support after their ending. One respondent mentioned that ETF funds were limited and thus they did not ensure follow-up by ETF while another two respondents stated that activities continued with the help of social partners. Lastly, another respondent stated that since January 2007, Romania had become an EU Member State and therefore it started working with Cedefop instead. However, where and when needed, ETF assured full support for further assistance to Cedefop' experts or Romanian Authorities. Cedefop, the respondent stated, would continue the activities carried on by ETF in Romania therefore, the work done by ETF was very important for Cedefop and for Romanian Authorities for preparing them to become full and active members in the main Cedefop networks .

A large 85% of respondents stated they had found the various studies and reports on Romania produced by or with the assistance of ETF very useful and the remaining **15%** found them to be somewhat useful. Those who found them to be useful stated that they:

- supported the development of a culture of monitoring and accountability

- were an 'excellent' source of information and reference for the TVET sector
- were produced in a very professional manner and were very useful for assessing the country position and the policy developments
- influenced policy making or assisted in the development of the VET system with the involvement of the social partners and provided a better knowledge of the external environment.
- were used by Cedefop experts when preparing cross country analysis, policy reports etc

However, one of the respondents noted that the studies and reports did not always reflect 'very exactly, completely and objectively the realities' and that 'the authorities had some influence on some issues'.

The majority of respondents i.e. **57%** thought that ETF had performed well as a contributor in programme management in design, implementation, monitoring and evaluation and dissemination in Romania. **Nineteen percent** thought that it had contributed somewhat while another **7%** that it had contributed little. Another **17%** could not answer the question. One respondent particularly noted that ETF had a positive impact regarding adoption of legislation regarding training provision and the promotion of the strategy for training 2005-2010.

A great majority of **73%** of respondents thought that ETF had performed well as a provider of support to the EC covering the Phare project cycle, JAP monitoring and implementation of the goals of the Copenhagen process. **Three percent** thought it had provided some support while **23%** could not answer the question.

When asked whether ETF supported activities or project(s) their institution had undertaken had led to a reform in the VET system to make the system more compatible with that of the EU, nearly **23%** said that they had greatly led to reform, **57%** said they had led to some reform while **5%** said that the impact on any reform was marginal. Support for competency based curriculum, credit-based IVET training and NQF development were named as examples of such support. **Fifteen percent** of the respondents did not know whether any impact had occurred.

When asked whether they thought did ETF had performed well as a provider of information, analysis, and capacity building (including support to the National Observatory, country reviews, dissemination of information of EU best practice and conducting peer reviews on VET policy implementation), over three quarters i.e. **76%** stated that they thought it had performed very well while **19%** thought that it had somewhat provided. No one thought it had provided very little or not at all. It was mentioned by the respondents that dissemination of documents was very good and that all of them were available on the internet. **Two** respondents mentioned that the National Observatory was well supported in similar endeavours by ETF. Another respondent mentioned that the country monograph of Romania was well appreciated, mentioning that relevant studies on VET, skills needs, labour markets and qualifications were conducted by ETF staff in cooperation with NO staff and Romanian experts and that peer reviews and study visits were also an opportunity for networking and knowledge sharing of EU policy and best example of practice.

76% of the respondents thought that the ETF had performed well as a facilitator of networking, bringing stakeholders together within Romania and between Romania and other countries while the remaining **23%** thought it had but to a limited extent. One of the respondents stated that ETF had facilitated cooperation between stakeholders in VET: trade unions, employer organizations and governmental bodies. Furthermore, the respondent also mentioned that it had facilitated cooperation between MoER and MoLSSF and encouraged exchange of experiences and study visits in the SEE region and with other countries such as Turkey and those in the MEDA region. Another respondent concurred and mentioned that he thought the best result of ETF was to network amongst the different stakeholders to facilitate the implementation of the Copenhagen processes, while another answer referred to the important input of the ETF in the national system of education, adult education networks and CVT in the form of sectoral committees. It, she stated, had a strong commitment for increasing the role of social partners in both initial and continuous vocational education and training. Another person consulted stated that networking was 'perhaps the most visible effect of the ETF work in Romania' Another respondent stated that ETF facilitated the participation of various stakeholders in the reform process, and created a better communication flow between them as well as a division of responsibility among the various public agencies. Finally, one answer named the linkage between the Romanian sector committee for chemistry and VAPRO OVP from The Netherlands as an example of the results of ETF's efforts at fostering networks.

A few respondents also provided additional comments at the end of the questionnaires. Some of the more insightful ones are mentioned below:

- Overall ETF's role as a provider of technical expertise in HRD, in particular VET and employment policies , is crucial in DG Enlargement's work on programming financial assistance to the countries. Specialist reports that contributed to the regular & progress reports were of good quality and very useful tools in the assessment of the overall progress. Guidance in programme development for Structural Funds was definitely useful for the beneficiaries. Other HR related specialist country reports were found useful in the officials' work.
- As VET is a complex field, there are many actors involved. Therefore, the task of ETF was not a simple one, but it succeeded eventually, even if along the way, one actor or another had the feeling that is not well understood or that his/her efforts are not well perceived.
- Now, ETF could be a facilitator to extend similar cooperation to other countries from Europe or Asia. Romania, for example, as a new member state is very interested to cooperate and share its experience with the countries from the West Balkans and from the region of the Black Sea. The ETF could offer real support for this.

ETF activities in Romania placed within the general context of HRD/VET and LM reforms in Romania during the period 1996-2006.

Frequencies of responses to questions

PART A. GENERAL QUESTIONS

1. Do you think ETF activities assisted in the accession of Romania to the EU?

Very much Somewhat Little Not at all Don't know

2. Did these ETF activities complement the work already being undertaken by authorities, the state or other donors?

Yes No Don't know

3. Have the ETF supported activities led to a change at the policy level i.e. VET policy development in line with EU *acquis*?

Very much Somewhat Little Not at all Don't know/

4. Did these ETF activities duplicate activities you/your institution were already undertaking with other donors?

Yes No Don't know

5. Do you think that in the activities undertaken with ETF, appropriate beneficiaries were targeted?

Yes No Don't know

6. How has the enthusiasm of stakeholders and social partners, involved in the ETF supported project or activities undertaken by you or your institution, changed during over time?

Increased Remained Decreased Don't

the same know

7. How have the following affected the project or activities you/your institution undertook with support of ETF?

	Positively	Negatively	Not at all	Don't know
National policies and budgets	57.69%		15.38%	26.92%
Support from enterprise and SME and other social partners	53.85%		11.54%	34.62%
Support from civil society organisations	26.92%		7.69%	65.38%

8. Do you think that ETF activities undertaken by you or your institution corresponded to your needs or that of your institution especially with regard to Romania's EU accession?

Very much 80.76% Somewhat 11.53% Little 3.84% Not at all Don't know 3.84%

9. Do you think that the overall design of the ETF activities undertaken with you/your institution was satisfactory?

Very much 57.69% Somewhat 34.61% Little 3.84% Not at all Don't know 3.84%

10. How would you rate the achievements of ETF in supporting Romanian accession in terms of the following?

	ETF had a lot influence	ETF had some influence	ETF had no influence	Don't know
Policy development support	38.46%	34.62%	3.85%	23.08%
Institutional building	26.92%	46.15%	3.85%	23.08%
Social dialogue and participatory approaches (open methods of cooperation)	34.62%	34.62%	3.85%	26.92%
Soft <i>acquis</i> , such as Lisbon strategy, qualification framework and ESF preparation	34.62	38.46%	7.69%	19.23%
Other achievements		3.85%		96.15%

PART B: ASSESSING THE RESULTS OF YOUR COOPERATION WITH ETF

11 Have the activities undertaken by you/your institution with ETF support been completed to budget?

Yes No Don't know

12. Did any unplanned results arise from the project(s) undertaken by you/your institution with ETF support?

Yes No Don't know

13. Do you think that the financial resources available from ETF were adequate for your ETF-supported project(s)?

More than adequate Adequate Less than adequate Don't know

14. As a result of the activities undertaken with ETF support, has there been an increase in capacity & knowledge of the immediate target group(s)?

Very much Somewhat Little Not at all Don't know

15. Did you find ETF staff responsive to your queries or requests for assistance during implementation of activities?

Very much Somewhat Little Not at all Don't know

16. As a result of the activities undertaken with ETF support, has there been a change in behaviour or practice of the immediate target group(s)?

Very much Somewhat Little Not at all Don't know

17. As a result of the ETF supported activities you or your institution undertook, has there been a change in behaviour or practice of beneficiaries beyond the immediate target group(s)?

Very much	15.38%	Somewhat	30.76%	Little	7.69%	Not at all	3.84%	Don't know	42.3%
-----------	--------	----------	--------	--------	-------	------------	-------	------------	-------

18. Have you or your institution developed the capacity to continue the same or similar activities without external technical support in the future?

Yes, fully	26.92%	Yes, to some extent	42.3%	No	3.84%	Don't know	26.92%
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19. Have the ETF supported project or activities continued after the support from ETF ended?

Yes	50%	No	19.23%	Don't know	30.76%
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PART C: SUPPORT TO THE COMMISSION AND ROMANIAN AUTHORITIES

20. Have you found the various studies and reports on Romania e.g. on VET, LM, JAP, Peer Group Reviews, Progress Reports and Background Studies produced by ETF useful?

Very much	84.61%	Somewhat	15.38%	Little		Not at all		Don't know	
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21. In your opinion, did ETF perform well as a contributor in programme management in design, implementation, monitoring and evaluation and dissemination in Romania?

Very much	57.69%	Somewhat	19.23%	Little	7.69%	Not at all		Don't know	15.38%
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22. In your opinion, did ETF perform well as a provider of support to the EC covering the Phare project cycle, JAP monitoring and implementation of the goals of the Copenhagen process?

Very much	73.07%	Somewhat	3.84%	Little		Not at all		Don't know	23.07%
-----------	--------	----------	-------	--------	--	------------	--	------------	--------

23. Have the ETF supported activities or project(s) you or your institution undertook led to a reform in the VET system to make the system more compatible with those of the EU?

Very much	23.07%	Somewhat	57.69%	Little	3.84%	Not at all		Don't know	15.38%
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PART D: INFORMATION AND ANALYSIS

24. In your opinion, did ETF perform well as a provider of information, analysis, and capacity building including: support to the National Observatory, country reviews, dissemination of information of EU best practise and conducting peer reviews on VET policy implementation?

Very much	76.92%	Somewhat	15.38%	Little		Not at all	3.84%	Don't know	3.84%
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25. In your opinion, did ETF perform well as a facilitator of networking, bringing stakeholders together within Romania and between Romania and other countries?

Very much	76.92%	Somewhat	23.07%	Little		Not at all		Don't know	
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Annex 8

List of interviews

	Organisation	Person(s)	Position (s)	Contact	Date of interview	Interviewer	Remarks
1.	MoLSSF	Cristina Iova	Director of the Managing Authority for ESF	Calea Plevnei 46-48 (UCECOM, Building E) E-mail: icristina@mmssf.ro +4021 3150208 4021 3150206 / 3127262	9 March	Liliana Lucaciu	Longstanding ETF contact
2.		Cristina Mereuta	Department for Employment Policies	2-4 Dem. I .Dobrescu Street, Sector 1, Bucharest +021 3158556 cmereuta@mmssf.ro	9 March	Liliana Lucaciu	Leading responsible of the Ministry in the JAP process
3.		Liliana Scarlat	Department for Employment Policies	2-4 Dem. I .Dobrescu Street, Sector 1, Bucharest +021 314 8422	1 March	Ali Dastgeer, Stela Andrei	Advisory Forum Member, Responsible for Apprenticeship Law
4.		Adrian Popescu	Managing Authority for ESF	Calea Plevnei 46-48 (UCECOM, Building E) 3150209, int. 125 adrianpopescu@amposdru.mmssf.ro	9 March	Liliana Lucaciu	Former European Integration department,
5.		Mirela Argaseala	Department for Employment Policies	str. Dem.I.Dobrescu nr.2-4 sectorul 1 Bucureşti 021.313.62.67, 021.315.85.56	N/A	N/A	Contact person for CVT Twinning project Member in the report on Modernization of Vocational Education and Training in Romania(2001)
6.	MoER	Alexandru Mihailescu	Director International Relations	Ministerul Educaţiei şi Cercetării Str. Gen. Berthelot 28-30 Sector 1, 010168, Bucureşti Tel: 4056212 Alex.mihailescu@mec.edu.ro	2 March	Ali Dastgeer	long standing Advisory Forum Member
7.		Luminita Matei	Director General in MoER	Ministerul Educaţiei şi Cercetării Str. Gen. Berthelot 28-30 Sector 1, 010168, Bucureşti Tel: 0744364876	9 March	Ton Farla	Former Director European Integration, former ERI SEE coordinator, short time EC DEL Bucharest,

				4056214 Luminita.matei@medc.edu.ro			
8.		Victor Iliescu	Department for Higher Education	Ministerul Educației și Cercetării Str. Gen. Berthelot 28-30 Sector 1, 010168, București 0744813168 victori@mec.edu.ro	2 March	Ali Dastgeer, Stela Andrei	long standing president of the NATB (CNFPA)
9.	National Center for Technical and Vocational Education and Training Development (NCTVETD)	Madlen Serban	Director of NCDVET	10-12 Spiru Haret Street, Sector 1, Bucharest E-mail: vet@tvet.ro Phone: +4021 3111162 Fax: +4021 3125498	12 March	Ton Farla	ETF GB member, member of DGVET for Romania and Copenhagen coordination, Group, Former PIU director, Member of Board of NOB, Member of Board of Cedefop
10.		Zoica Vladut	Deputy Director	10-12 Spiru Haret Street, Sector 1, Bucharest E-mail: vet@tvet.ro Phone: +4021 3111162 Fax: +4021 3125498	12 March	Ton Farla	National Liaison Officer (NLO) for the study visits program Leonardo daVinci II (Cedefop),
11.		Adela Rogojinaru	QA expert	10-12 Spiru Haret Street, Sector 1, Bucharest E-mail: adela@tvet.ro ; adelarogojinaru@yahoo.com Phone: +4021 3111162 3146177 Fax: +4021 3125498	N/A cancelled by the interviewee		member of ENQA VET, curriculum development expert, expert ETF Peer Reviews, former ETF staff member, ex NOB, Interim Evaluation Adult Learning Authorisation System, Copenhagen project 2006
12.		Lucian Ciolan	Expert	0722560667, lucian@tvet.ro	1 March	Ali Dastgeer Stela Andrei	Contact person for ETF Teacher Training Initiatives, Responsible for Development and implementation of teachers and managers training programs; Advisor to former MoER Mircea

							Miclea Now independent expert
13.	Romanian National Observatory	Cezar Birzea	Director,	37, Stirbei Voda Street Bucharest E-mail: cesar.birzea@ise.ro Phone: +4021 3136491 Fax: +4021 3158705	5 March	Ali Dastgeer Stela Andrei	
14.		Mihaela Jigau	Executive Director,	37, Stirbei Voda Street Bucharest Email: mihaela.j@ise.ro Phone: +4021 3158705 Fax: +4021 3158705	7 March	Liliana Lucaciu	member of the RNO Steering Committee
15.	Cartel Alfa	Petru Dandea	Vice-president Cartel Alfa	Splaiul Independentei, Nr 202A, etaj 2, Sector 6, Bucuresti, cod 060041 Tel: (021) 317 1040; 317 1041; 317 1045; 0744758047 Fax: (021) 312 3481 E-mail: dandea@cartel-alfa.ro	7 March	Liliana Lucaciu	representative, member in ACVT
16.	Federatia Sindicatelor Libere din Morarit si Panificatie (FSLMP)	Adrian Marin	President	Str. Popisteanu, av., Nr. 1-3, Apt. 362 Tel 021/3123896 Fax 021/3158016 Adrianmarin59@gmail.com	6 March	Stela Andrei Ali Dastgeer	Representative in NBAE - food industry involved in sectoral committees, steering committee CVT Twinning project
17.	National Board for	Ana Costin	Director	1-3 Valter Maracineanu Square, B Entrance, 2nd Floor, Room 164-166, Sector 1, Bucharest, 3157846 12.30 pm	20 March	Liliana Lucaciu	-involved in the setting up of the sectoral comittes; - involved in steering committees, participant of round tables, conferences organized by ETF, Cedefop, RNO, NCTVETD, NATB in particular related with the adoption of the <i>agreement on</i>

							<i>the National Qualifications Framework</i>
18.	Adult Education	Nela Plugarescu	Director , PHARE Programs Department	1-3 Valter Maracineanu Square, B Entrance, 2nd Floor, Room 164-166, Sector 1, Bucharest, 3155233 Nela.plugarescu@cnfpa.ro	13 March	Liliana Lucaciu	support NQA and sectoral committees
19.		Victoria Caprini	Director, Department of Standard development and Validation of non-formal and informal learning	1-3 Valter Maracineanu Square, B Entrance, 2nd Floor, Room 164-166, Sector 1, Bucharest, 010155 3155233 Victoria.caprini@cnfpa.ro	6 March	Liliana Lucaciu	
20.		Liliana Voicu	Director, Department of Methodology	1-3 Valter Maracineanu Square, B Entrance, 2nd Floor, Room 164-166, Sector 1, Bucharest, 010155 3157846 Liliana.voicu@cnfpa.ro	13 March	Liliana Lucaciu	Sectoral committees, Ex-coordinator ETF project to help establish sectoral committees, Former advisor GTZ in project quality in CVT, VET expert, Ex NOB
21.	National Employment Agency	Cristian Tomescu	Department of Human Resources	str. Sf. Dumitru no.3, sector 3, cod 030077, Bucarest 3139141; 0722587866 Cristian.tomescu@anofm.ro	14 MArch	Ton Farla	
22.		Petre Blanariu	Director, Department Vocational Training	str. Sf. Dumitru no.3, sector 3, cod 030077, Bucharest 3039856 Petru.blanariu@anofm.ro	20 March	Liliana Lucaciu	Policy maker involved in steering committees, participant of round tables, conferences organized by ETF, Cedefop, RNO, NCTVETD, NATB
23.	Qualification Agency for HE and university- enterprise cooperation	Margareta Patriche	Vice-director (director Sorin Zaharia not available)	Bd. Schitu Măgureanu nr. 1, level 3, sector 5, cod 050025, BucharestPhone : 021 313 00 50, Sorin.zaharia@acpart.ro	6 March	Ali Dastgeer Stela Andrei	

24.	Sectoral Committee Construction	Elisabeta Mitroi	President	11 Justinian, sector 2, 020101 Bucharest Phone : +40 21 212.37.62 elisabeta.mitroi@cmc.org.ro	14 March	Ton Farla	
25.	Federatia Sindicala pentru Constructii de Masini (Trade Union for Machinery Industry)	Dan Bajan	President	Splaiul Independentei 202 A et. 4 cam 32 (fosta cladire ICECHIM) Phone: 3162992 Fax: 3162993	N/A Interviewee not present		Sectoral Committee Construction Machinery
26.	Cedefop	Loukas Zahilas	Area C (Familiarisation, Sectoral Approaches)	Tel. (30) 23 10 49 01 11 Fax (30) 23 10 49 00 55	7 March	Stela Andrei (by phone)	Coordinator ETF-Cedefop Cooperation since late 2006, ex ETF GB member for Greece
27.		Raluca Brinza	Implementing Officer Cedefop Phare funded project Romania & Bulgaria		2 March	Ali Dastgeer Stela Andrei	Now in Romania
28.		Marc Willems	ReferNet Coordinator , Area D, Head of Library and Documentation	Tel. (30) 23 10 49 01 11 Fax (30) 23 10 49 00 55	5 March	Ali Dastgeer (by phone)	
29.		Koen Bois D'Enghien	Sectoral Approach expert	Tel. (30) 23 10 49 01 11 Fax (30) 23 10 49 00 55	Not working in Cedefop anymore	Not working in Cedefop anymore	now in DG ECFIN, Brussels
30.		Tina Bertzelou	Area B, QA (Quality assurance in VET)	Tel. (30) 23 10 49 01 11 Fax (30) 23 10 49 00 55	7 March	Stela Andrei (by phone)	
31.		Barry Nyhan	Area A Research Cooperation and Reporting	Tel. (30) 23 10 49 01 11 Fax (30) 23 10 49 00 55	N/A	N/A	

32.	DG Employment:	Ana Carla Pereira	Policy Officer - ESF and Cohesion policy development, analysis and coordination	Rue de Spa nr. 3 003222962631 Ana-carla.pereira@ec.europa.eu	2 March	Ton Farla	
33.		Septimia Dobrescu	Desk Officer ESF	Rue de Spa nr. 3 003222997672 003222991111 Septimia.dobrescu@ec.europa.eu	5 March	Ton Farla	
34.	DG Enlargement:	Livia Stella	International Aid /Cooperation Assistant	003222984213 Rue de la Loi Aino-livia.stella@ec.europa.eu	5 March	Ton Farla	
35.		Tarja El Idrissi	Policy officer for Albania, Bosnia Herzegovina	003222951643 003222991111 Rue de la Loi Tarja.el-idrissi@ec.europa.eu	5 March	Ton Farla	

Annex 9

NOTE ON THE FEEDBACK SEMINAR

Evaluation findings and recommendations

18 May 2007

Following the presentation of the Team leader on the evaluation findings and recommendations, an open floor discussion took place in-between the ETF staffs and the Evaluation Team. ETF management and staffs endorsed the findings and recommendations presented in the report and agreed that the evaluation had been objective. The Director of ETF stressed that it was important for the ETF to extract issues, regarding its work which was discussed in the evaluation report, which merited being considered good practice and lessons to be learnt.

Summary of discussions on the Evaluation report conclusions

- There was discussion regarding the ET's opinion for having the same person(s) as Desk Manager of a country for an extended period of time versus the ET's concern that stakeholders in Romania tended to be more familiar with the particular Desk Manager rather than with ETF as an institution. ET explained that building longer lasting contacts helps ETF to respond better and more effective to the countries requests for support and enables ETF to mobilise specific in-house expertise and or support in addition to the support provided by the desk manager.
- It was agreed that ETF does and is perceived of, by many stakeholders, to have a closer relationship with the Ministry of Education than with the Ministry of Labour. However, vocational education has to target the requirements of the labour market and thus LM needs have to be determined. Industry has to be more actively involved in VET reform, curriculum development and management of VET institutions. Finally, vocational education and training is a continuous and lifelong process. Thus, ETF will increase its involvement with ministries of labour and develop a greater sense of ownership of its work within such ministries.
- A review of reports and documents produced by ETF indicates that ETF is good at providing descriptive information to stakeholders. With the example of the country monograph, ETF needs to improve its ability to provide targeted knowledge & analysis that support the Commission work on programming financial assistance to the partner countries and the countries to develop VET reform policies and strategies. In this context, ETF should further develop a publication strategy.

- It was made clear by the ET that comments made by some Romanian stakeholders that they were willing to be involved in ETF's work in the Balkans was based on their willingness to share their experience and knowledge.
- It was discussed how to increase visibility in the conditions of the existing level of resources. At this stage several alternatives could be discussed but for each more analysis is needed in order to choose the most appropriate ones. The need for increasing the visibility has been recommended also in another evaluation that took place a few years ago, apparently ETF has not found yet the most appropriate and effective way to increase the visibility which was acknowledged in the meeting.
- ETF needs to work both at the policy level and at the operational level. It is important to influence and change the mindset of ministers and other political figures as it is to provide technical support to those working at less senior levels within the ministries. ET team recommended that the ETF director's visits should focus on most important locations; the other members of board could increase ETF influence. ETF directorate has already acknowledged this need. It is as well intended to use better EC Delegations for policy advice with a view of a more effective influence.
- It was discussed how is possible to implement the recommendation to do more with the same resources, being highlighted the need of focus on priorities selected on clear criteria (like utility – it was mentioned the large number of reports seen not useful in time by the stakeholders).
- The Director of ETF stressed that it was important for the ETF to extract issues, regarding its work which was discussed in the evaluation report, which merited being considered good practice and lessons to be learnt. ETF should then undertake further systematic analysis of such good practices and lessons documents and publish them.

Annex 10

Presentation ETF's contribution to Romania's accession process to the EU

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

ETF activities in Romania placed within the general context of HRD/VET and LM reforms in Romania - period 1996-2006.

Evaluation Team

Ton Farla	Team leader
Ali Dastgeer	International expert
Liliana Lucaciu	Local expert 1
Stela Andrei	Local expert 2

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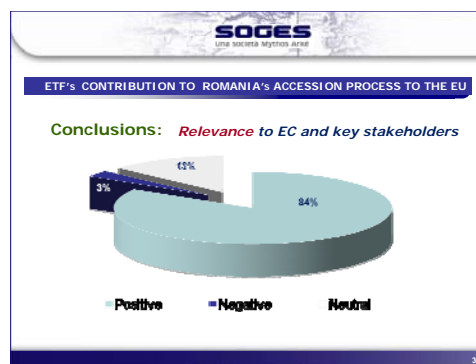
ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Conclusions: I. Relevance of ETF activities

ETF's role as a provider of technical expertise in the specific fields related to HRD, in particular VET and employment policies, has been crucial to the Commission work on programming financial assistance to Romania.

ETF activities were designed, planned and developed in close relation with the agenda & priorities of Commission and key stakeholders in education, training and LM to match the country's needs and level of development keeping in view accession

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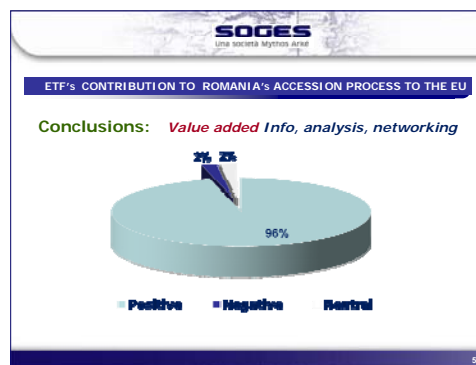
ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Conclusions: II. Value added of ETF support

ETF's real added value is perceived to lie in a package of tailor made expertise support on VET and LM related to reform and accession. ETF's corporate memory of VET reform and LM policies in partner countries and Commission policies and procedures is appreciated. It is for these strengths that ETF is most valued, more than for its purely technical VET expertise.

The Country Monograph and specific reports provided a baseline for assessing progress of implementing priorities identified in JAP and agreed with Commission and Romanian main stakeholders. Often this information/analysis could not be found elsewhere.

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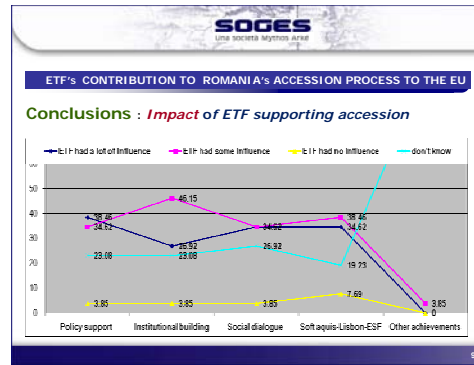
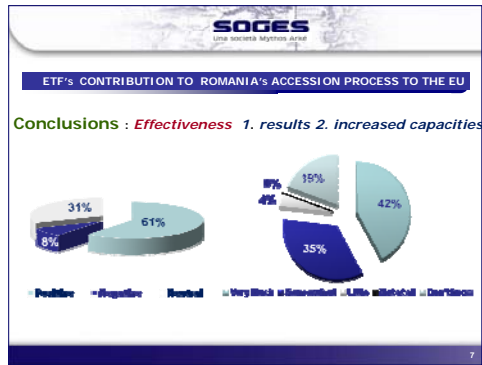
ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Conclusions: III. Effectiveness of ETF support

ETF task managers built a long lasting partnership with key stakeholders, acquired in-depth knowledge of local needs and responded effectively to targeted requests from stakeholders and the EU Delegation

However, ETF has not been able to sell its story - ETF has not documented and publicised successful outcomes and impacts. Beyond those it directly interacted with it is less known. Essential materials have less circulation

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

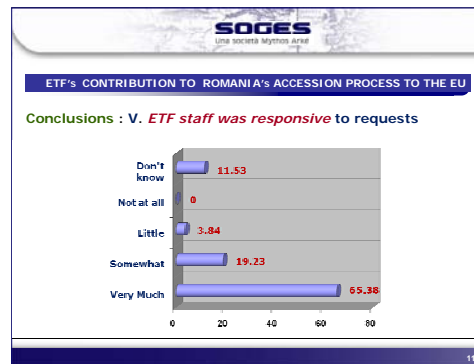
Conclusions : **V. Project Management**

Until 2004, the information on activities and projects implemented are **not presented to the same degree of detail or in comparable formats** and financial information is presented in a different manner across the years.

Not all projects are defined in terms of outputs; outcomes and the approach vary from one year to another and ETF did not systematically evaluate all projects

The way relevant documentation and financial figures were collected and stored **after the year 2004 appear to be more adequate for a centre of expertise.**

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Overall conclusions

The overall conclusion of the assessment is that the **ETF's role** as a provider of technical expertise in the specific fields related to HRD, in particular **VET, LM, has been crucial to the Commission work on programming financial assistance to Romania.**

ETF supported activities in Romania had a positive impact on VET policy development, Institution building, social dialogue and soft aquis such as Lisbon strategy, QFW and ESF preparation.

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Recommendations : I. Relevance of ETF activities

ETF to **strengthen its institutional relationship** with the Commission services and partner country. Better coordination and more awareness on how ETF can contribute to programming and accession processes will **strengthen ETF's credibility as an expertise institute** rather than provider of services at individual desk manager level.

ETF to further **strengthen its relation with the labour market.** A thorough SWOT analysis of Social Partners should in future be undertaken and appropriate preparatory steps including sensitization and their awareness raising should be carried out before implementation of main activities with them.

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Recommendations : II. Value added of ETF activities

ETF should emphasise its true comparative advantages (sell its story) better in the development and promotion of its expertise as an **EU agency** specialized in VET. Better recording, marketing and more institutional presence of ETF in the partner countries will strengthen the position of the ETF as a **centre of expertise in the field of VET, LM and HRD.**

Romania, as a new member state, is very interested to cooperate and **share its experience** with the countries from the West Balkans and from the region of the Black Sea. The ETF could offer real support for this.

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Recommendations: III. Effectiveness of ETF activities

ETF may **consider housing managers** within the countries thus improving effectiveness & coordination. Locally based staff **build linkages and bond** with national stakeholders and donors and are able to respond to stakeholders' needs more quickly.

ETF needs to document its success stories and disseminate them widely; both as a publicity tool and as a learning device for others. In the future, dissemination has to be better targeted to a wider range of VET related institutions and NGOs.

It is more effective to reduce the small though time consuming activities and **concentrate on a limited number of activities of greater strategic importance** for system reform or accession

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Recommendations IV. Impact of ETF role and activities

It seems an appropriate strategy if ETF would involve more effectively **specialist staff in particular expertise or policy areas** who is able to negotiate effectively at policy level. This staff should be designated **higher-ranking ETF senior staff**.

Task manager's support and at critical moments representation of ETF at **Directorate level** will positively impact **on the policy level** in Western Balkan countries and likely other countries.

ETF should actively pursue **opportunities for cooperation** with the donor community as part of the strategy to **promote ETF as a centre of expertise** to other bodies, and the organisation as a whole and to attract **additional funding** to increase its resources.

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ETF's CONTRIBUTION TO ROMANIA'S ACCESSION PROCESS TO THE EU

Recommendations: V. ETF project management

ETF to use more rigorous project cycle management guidelines based upon the **logical framework as a primary set of project design and management tools**, as these are meant to support national authorities, stakeholders and other organisations who are engaged in design and delivery of EU supported projects. This will ensure a more systematic and standardised approach and greater coherence with EuropeAid's evaluation strategy.

It appears to be useful for ETF's information system and administrative procedures to develop separate country files **accumulating the history of ETF interventions** in a particular country. This would allow for more long-term transparency

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