

STRATEGIC PROJECT POLICY ANALYSIS AND SYSTEM WIDE POLICY MONITORING

IMPLEMENTATION PLAN - WP2018 (INCLUDING TRP 2018-2020)

1. Summary

The Strategic Project 'Policy analysis and system wide progress monitoring' contributes to strategic area one: 'effective policy making in VET for economic development and social cohesion' and, more specifically, to evidence based policy making. The project contributes to the creation, collection and analysis of evidence for sound policy advice to partner countries and input to the EC programming and project cycle. Furthermore, the project responds to the need of countries to improve and strengthen their institutional capacity to create evidence that feeds the policy cycle, and to use the evidence available to generate policy choices, monitor implementation and assess impact.

The project is inspired, and builds on the EU policy analysis and system wide progress monitoring processes, and the EU tools and approaches for policy making¹ and to capacity development. While much still needs to be addressed, progress in capability for policy analysis and system monitoring is notable across all regions covered by the ETF².

The project also covers the policy analysis function through evidence collection and monitoring of progress in partner countries. Under this function, the project prepares cross-country analyses and is the hub for quantitative evidence and quality assurance of evidence collection across ETF projects and thematic domains.

2. Progress, opportunities, challenges and risks

The project is implemented around four axes of work. For each of them, there follows a short description of progress, lessons learnt, new opportunities and challenges/risks.

(i) Monitoring and Reporting of Riga MTDs in Candidate Countries

The Project covers activities to fulfil the ETF contribution to the monitoring of the implementation of the Riga medium term deliverables in the candidate countries, within the RIGA monitoring framework

¹ The EU2020 Strategy, the New Skills for New Jobs Agenda, the New skills Agenda for Europe. The Copenhagen Process, Bruges and Riga Deliverables. The EU Better regulation www.ec.europa.eu/smart-regulation. The EU capacity development approach www.capacity4dev.ec.europa.eu .

² See the TRP process report
https://sharing.etf.europa.eu/sites/dms/ops/turin/Documents/TRP2016_Processmapping_report.docx

agreed within ACVT and DGVT committees. In cooperation with CEDEFOP, the ETF uses the online policy reporting platform to organize support to Candidate countries for the monitoring cycle of the Riga MTDs. Furthermore, the ETF provides ad-hoc support to candidate countries for the fulfilment of the monitoring requirements. For 2017, external experts were contracted in the four Western Balkan countries to facilitate reporting to the 2017 Riga monitoring round. This support will continue in 2018. In Turkey, a framework contract was concluded with a service provider to assist the national authorities with Riga monitoring as of 2018 and to contribute to the enhancement of the national capacities for evidence-based VET policy-making and policy analysis. The ETF analyses the monitoring findings and provides input for joint presentations with the CEDEFOP in the DGVT and ACVT meetings and to the publications related to Riga monitoring and reporting. Such analyses were used in 2017 to provide the European Commission with a consolidated expert opinion on the review of the Key Competences Framework and the Upskilling Pathways for Adults. For 2018, the ETF will continue its support to Candidate countries for the Riga monitoring and reporting cycle, while further supporting implementation of the Riga MTDs under other strategic projects.

(ii) Capacity Development for Policy Analysis, Monitoring and Evidence Based Policy Making

Over the years, the project has developed a number of tools and methodologies including policy analysis guidelines, evidence based policy making assessments, training modules on indicators and use of evidence, a manual on the use of indicators, training on quantitative and qualitative evidence methods, and methodologies such as the ex-ante impact assessment. In 2018, the project will focus on the consolidation of methods applied in the last few years with the objective of making them available more widely to stakeholders through on-line means, in view also of preparing all countries for 2019 implementation of the TRP (See below).

The project also leads specific country interventions to support the development of system monitoring and provides ad hoc coaching and capacity building in the area of evidence based policy making and in particular, on monitoring and evaluation systems of policy or reform implementation . In particular the project focuses on the system level, where countries request support for the development of comprehensive monitoring frameworks and tools, and provides coaching and training to countries aiming at expanding the policy analysis function beyond the central/national level to involve more regions and cities. These targeted actions require a limited operational budget investment from ETF, as most countries take the lead in the implementation of activities, requesting ETF to provide direct coaching and expertise input in crucial phases of implementation.

In the framework of the DEVCO CAEP (Central Asian Education Platform) initiative, ETF provides capacity building for evidence based policy making. Building on previous work and on strategic priorities identified by the countries for the work under CAEP, ETF support will focus in 2018 on evidence collection on employability issues and education-business cooperation

(iii) Evidence and Statistics Hub

The collection of quantitative evidence and quality assurance of evidence collection through the ETF, including the methodological guidance and quality assurance of the Country Progress Indicators (CPIs) across all thematic projects, is a key pillar of the project. There is a greater need in the ETF to ensure consistency and quality of evidence gathered and build a shared repository, which brings together all intelligence, allowing more robust analysis of VET systems. To accomplish this step a revision of the current data collection in house will be run in 2017 to draw conclusions in 2018 on what needs to be improved or enhanced. This could include, e.g. complementing the current data collection (i.e. KIESE) with additional data on VET, reinforcing national evidence gathering through the network with statistical offices, the identification of a specific set of indicators to be collected periodically and used systematically by ETF across all partner countries, to ensure a more in depth

assessment of all systems, etc.. In 2018, the project will focus on data collection to reinforce further the evidence available, including launching national level data collection in selected countries. Furthermore, the project will continue to work with the IT Unit for improving data storing and accessibility within the ETF, contributing to reinforcing and streamlining the collection and storage of data for supporting analysis and policy advice and systematising the quality assurance steps. The database development is part of the ETF digital innovation initiative.

(iv) The Torino Process 2018-2020

The Torino Process (TRP) is the periodic participatory and evidence based analysis of VET policies in ETF partner countries, aimed at improving the evidence base of policy making and, through this, at increasing the transparency and accountability of policies. The TRP has been implemented in 2010-11, 2012-13, 2014-15 and 2016-17, positioning itself as an important tool for VET dialogue in partner countries, and between partner countries and the EU. In 2017, the closure of the TRP round, saw greater recognition and positive engagement from countries and EC services, including delegations from partner countries. Already in Q2 and Q3 2017, TRP reports have been used in Georgia, Ukraine and Tunisia as input to EU programming and project cycle. In Kazakhstan, Bosnia and Herzegovina, Moldova, Azerbaijan they are key government-owned monitoring tools. The implementation at sub-national level, conducted in Tunisia, Ukraine, Russian Federation, and Kazakhstan involving regions and cities, leading to the production of specific reports, has gained interest across partner countries. More countries have expressed the desire to move towards sub national level policy analysis; interest has been raised by Morocco, Azerbaijan, Belarus, Tajikistan and Uzbekistan to follow this modality of implementation. Furthermore, the Torino process methodology is being used as a reference by the EC services and in EC projects and programmes for support actions related to policy analysis and monitoring. The DEVCO VET facility will be using the TRP methodology in countries not covered by the ETF; and in Tunisia and Morocco, the sub-national level methodology will be used for capacity building and reference.

The publication of reports and findings on the dedicated online platform at www.torinoprocess.eu and connected blog has given the Torino process products and capacity development results more visibility, including thousands of visits to the website and blogpost from 85 countries, as well as international media coverage³ and more than 12,000 visualizations of Facebook live sessions at the TRP conference. The key findings of the TRP round shaped the policy discussion at the TRP conference in June 2017 setting key areas for future cooperation with partner countries, as reported in the conference highlights (view [here](#)).

While it is a key pillar of the ETF work in partner countries and receives positive feedback and participation, the TRP has always faced the dilemma of trying to focus both on the quality of policy analysis (the report) and on the project's capacity building value (ownership, technical knowledge of actors, participation, transparency and policy dialogue). These two aspects do not always move

³ **The Economist** - <https://www.eiuperspectives.economist.com/technology-innovation/let-bright-sparks-fly>

Euractiv - <https://guests.blogactiv.eu/2017/06/08/skills-for-the-digital-economy-torino-process-driving-towards-digitalised-flexible-strategies-for-the-future/>

Parliament Magazine Changing Skills for a Changing World

https://www.theparliamentmagazine.eu/articles/partner_article/etf/fast-changing-world-eu-must-invest-changing-skills

together, and the current implementation modalities do not allow both elements to be given equal weight in each country participating to the exercise. During the 2016-17 implementation, it became clear that the TRP implementation modalities are diversifying based on the specific needs and policy development stage of each country. This development is a positive sign in relation to the progress achieved since the launch of the TRP in 2010, but requests a methodological development to fulfil country needs as well as the needs of the ETF and the EC services. The year 2018 will be an important threshold in the reorientation of the Torino process, while confirming its added value, not least through the external audit conducted in 2017 and the external evaluation started in late 2017.

3. Key priorities for 2018

In 2018, the project will focus on continuation of the RIGA monitoring and reporting support to Candidate Countries, preparing the TRP 2019-20 strategic orientation, analytical framework and guidelines and process details, and strengthening the ETF work on statistics and evidence collection. The country capacity building actions will focus on expertise provision for system monitoring development, and preparation to TRP 2019-20, as well as support to the CAEP initiative on evidence based policy making.

TRP	RIGA	CB	STAT and Evidence
Dissemination of TRP 2017 continuation Preparation of 2019-2020 round including evaluation expertise development, process design, analytical framework and guidelines revisions.	Continuity of support	Selected countries: Coaching upon request of country: Kazakhstan, RF, Kosovo New countries joining TRP for the first time DZ, LY System monitoring: Tunisia, Palestine (closing activities) CAEP	Newly launched VET systems data collection Continuation of KIESE EST Database 2.0 Reinforcing networking with national institutions and international organisations

4. Expected Outcomes 2018

The strategic project on policy analysis and system wide progress monitoring will aim at two outcomes in 2018.

1. The information basis and evidence sources are strengthened across ETF partner countries

Three activities in 2018 will contribute to the progression towards the achievement of the outcome: (i) the continuation of the support to the RIGA MTDs monitoring and reporting in partner countries, (ii) the data collection across Partner countries, and the (iii) the capacity building support to selected countries.

2. A policy evaluation framework for VET is available and used by partner countries in the 5th round of Torino Process

One activity in 2018 will contribute to the progression towards this outcome: In 2018 the project will kick off the preparation of the 5th Torino Process cycle by focusing on the development of an analytical framework for policy evaluation which will be then used by all countries in 2019-20 for the TRP consultation. In 2018, the project will actively involve the ETF partner countries in the preparatory steps thus using the preparation phase as an opportunity for policy dialogue and capacity building across all ETF partner countries.

5. Actions and outputs for 2018 (including stakeholder cooperation)

5.1 (Action 1 of result 1) Riga Monitoring and Reporting

The Project will continue with the same approach followed for 2017 with expertise support provision to candidate countries (CCs) for the reporting of RIGA MTDs and ad-hoc support as requested on a bilateral basis. Furthermore, the project will lead the analysis and input to CEDEFOP, DGVT and ACVT for the Riga development. In all Candidate Countries (except for Turkey where a specific framework contract is under procurement in Q4 2017) a national expert will be hired to support the reporting exercise, mirroring the REFERNET function which is place for the member states. Experts (contractor for Turkey) work in close cooperation with the DGVT and VET authorities in the country following a specific method of work which is ensuring ownership and transparency in the reporting process. Specific evidence is collected by the expert (contractor) for the exercise including qualitative evidence if deemed useful/needed.

5.2 (Action 2 of result 1) Capacity Building

All countries have access to the tools and guidance of the team in view of ensuring continuity with the network created across the cycles of the Torino process. Some countries (see below) will have specific support on the field.

All countries coverage: In 2017, SP TRP has prepared a guide on policy analysis. In 2018, the Guide will be completed with case studies, e-material and a guide on how to use the material during capacity building events. The material will be modular. The modularisation of the guide means that the sections can be used as stand-alone packages, each with an introduction, learning/training objective, and substantive part presenting the content. Populating the modules with training materials comprises the preparation of learning and presentation materials for each module in the form of PowerPoint for the module, case studies and group exercises. The digitalisation stands for the transfer of the modules and supporting materials in an interactive online repository.

Furthermore, the project will provide expertise input to the Central Asian Education Platform (CAEP) on evidence-based policymaking continuing the dialogue started in 2017.

Specific country coverage: Under the CB pillar, the project will provide support to selected countries that are aiming at moving forward with their monitoring processes at system level, and also to countries that aim at implementing the TRP for the first time and to those countries that are interested implementing the sub-national (regional) approach. In most countries support will be provided through internal ETF expertise and through funds allocated for development of specific learning/support material and translations.

In Tunisia, after the completion of the 2016/17 round of the Torino Process, the monitoring of the implementation of the VET reforms and of the performance of the system itself has gained momentum and it has been framed within Project 12 of the VET Reform agenda, with dedicated human resources allocated. The ETF has therefore agreed with the Tunisian authorities already in 2017 to work together following a very practical approach. An action plan for the project has been prepared by ETF with activities and concrete deliverables. ETF has also provided a monitoring tool that will be adapted to the country's needs by the national authorities with the support of ETF. This monitoring tool has been presented to the Tunisian authorities in September 2017 and the process for identification of indicators has started, as part of the customisation to the needs of the country. However, and given the changes in the Ministry, and, in particular, on the top leadership and on the management of the project above mentioned, it is to be confirmed if there is still interest and commitment for ETF support as agreed, i.e. to embed the tool in the Tunisian system and start applying it for policy analysis. In addition to this, and depending on the results of a workshop to be held in Tunisia in December 2017, and should there be a request from the EU IRADA project, the ETF could support the implementation at subnational (regional) level of TRP 2019 in the 8 regions covered by IRADA or in the five regions that were not covered in TRP 2016.

In **Palestine**⁴, the project will focus on the dissemination of the work done until 2017 to support the Palestinian authorities in developing a Monitoring and Evaluation (M&E) system and in the endorsement and application of a Monitoring Framework. In this respect, ETF will complete a joint publication with BTC and GIZ and contribute to its dissemination. In addition, ETF will explore the feasibility of disseminating to the Palestinian private sector VET providers the M&E tools developed (tracer study).

In **Kazakhstan and Russian Federation**, the project will provide coaching to the implementation of the Torino Process at sub-national level. In Kazakhstan, the project will continue the action initiated in 2017 with the coaching to national authorities for piloting implementation in the regions of the country. Following up on the results which will be available in Q4 2017 the team will continue its support in 2018 (budget for implementation is allocated directly by the Kazak government and national authorities take care of implementation). In the Russian Federation similarly, building on the 2016 Torino process results at regional and city level (Saint Petersburg and Moscow) the ETF will provide guidance for the sub-national level analysis training regions under the coordination of the federal ministry of education and sciences (also in the case of RF the budget is allocated directly by Federal, regional, city administrations, while the ETF has a coaching, advisory role).

In **Kosovo**⁵ the project will focus on increasing capacity in preparation to TRP 2019 implementation aiming at supporting the country towards its first self-assessment. In Kazakhstan and Russian Federation, the project will provide coaching support for the implementation of the TRP and policy analysis at the sub-national level.

In **Algeria and Libya** the project will focus in preparing the countries to join for the first time the TRP 2019-20 round. For both countries through missions and coaching the team will focus on making the members of the working groups familiar with the TRP methodological elements and implement a focused learning exercise on few selected building blocks.

At the regional level, the project will contribute to the **CAEP activities** in 2018 by providing expert input in the area of evidence based policy making by taking part to specific workshops agreed under the CAEP work programme. Furthermore, the project will provide online coaching and advice to CAEP working groups members in the area of evidence based policy making.

5.3 (Action 3 of result 1) Evidence and Statistics

The project will continue in 2018 the collection of KIESE (as for 2017). Furthermore, together with the data collection already in place through KIESE, the project will kick off in 2018 the collection of a new set of indicators in selected ETF partner countries, based on national data gathering. The action will build on an inventory which was carried out in Q4 2017 with the objective of rationalizing evidence collection efforts across OPS and defining a list of indicators to be collected at national level. The action will cover selected countries as a pilot exercise after which it should be decided the feasibility and sustainability of enriching, the ETF KIESE collection, and of a systematic collection of a set of national data/indicators. Last, but not least, the statistical database should be ready in 2018, enhancing quality assurance and usability of the data. The team will also continue to provide methodological guidance for the qualitative country progress indicators (CPIs).

⁴ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual position of the Member States on this issue.

⁵ This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence – hereinafter “Kosovo”.

5.4 (Action 1 of result 2) Torino Process (TRP) 2018-2020

Based on the re-orientation needs explored in 2017, the project will develop in 2018 the methodology for the TRP implementation in 2019-20. The methodology development will reflect the following features: (i) the diversification of implementation based on country development stage and needs; (ii) the strengthening of country own policies monitoring assessment (versus solely reporting on an established list of questions); (iii) the strengthening of the 'feedback loop' to partner countries aiming at receiving an expert input for strategic re-orientation; and (iv) an evaluation of achievements and lessons learned since the 2010 first round of joint policy analysis.

These elements will be discussed in 2018 with partner countries, with the EC and with ETF and international experts, with the scope of informing a methodological development and implementation plan for 2019-20 by Q3 2018. These preparations will include two external focus groups on evaluation of policies and on the subnational dimension of the Torino process. The project will focus on preparation in the first part of 2018, covering both methodological processes, development of guidelines and tools, implementation modalities for discussion with all countries. Activities will kick off with country specific consultations end of Q2 and Q3 to explain the methodological approach and define the country implementation process and then in Q4 2018 with the kick-off meeting of national coordinators.

Furthermore, in the preparatory phase, material used for implementation of previous rounds, lessons learned and good practices will be systematized in a "Torino process e-library".

The project works in synergy with all SPs, by virtue of the role of the TRP in eliciting the contribution of all thematic projects in shaping, implementing, analysing and using the TRP, and its role in developing methodologies for policy analysis, evidence and data gathering and quality assurance for use by all projects. Furthermore the project will work in synergy with other SPs in countries where there is active capacity building actions (in particular in Kosovo with SP EMP and in Tunisia with SP GOV) and will keep a strong link with SP GOV with regard to countries implementing the TRP at sub-national level for information and for quality assurance purposes.

For the implementation of Riga monitoring the project will keep a strong tie with SPs involved in the implementation of actions to move ahead with Riga MTDs, in particular with SP QUAL, SP PROV and SP EL.

Finally the project will cooperate in 2018 with all country desks to ensure participation in the preparatory phase and coordination at country level. Country desks will also be involved in the process definition in preparation to implementation in 2019.

The ETF will cooperate with Eurofound to share information on practice to enhance the quality of methodologies and results of analyses. Furthermore, joint preparatory work will be undertaken for the analysis of the Eurofound Company Survey, leading to a tripartite cooperation (Eurofound, Cedefop and ETF) in 2019/20 for the analysis of the survey results. The ETF will focus on the candidate countries. Finally the ETF will cooperate with CEDEFOP for the monitoring of the Riga mid-term deliverables.

Internationally, the project contributes to the Interagency group work on evidence and statistics under the leadership of the head of Department, and actively seeks cooperation with regional bodies and initiatives and projects where evidence and statistics and debate on monitoring and evidence based policy making are core (in particular RCC monitoring committee, MEDSTAT Eurostat project for SEMED, CAEP for Central Asia, and Eastern Partnership platform for EE).

6. Knowledge Management, Communication and Dissemination

In 2017 the project has posed a great attention and investment to communication, knowledge management and dissemination. In particular the website www.torinoprocess.eu has been launched and it contains within it the database of all national reports, which is navigable by country or by topic. This has provided greater usability and visibility to reports as well as dissemination of products. In 2017, DG NEAR has published reports on regional websites (East and South) and greater access has been achieved with positive comments from partner countries and EC services. Furthermore, the project with COMM has launched a blog on the Torino process aiming at showing the stories of implementation and results, in few months the blog has reached more than 9,000 visualizations. Several actions took place in 2017 which have been the result of a well-planned communication and partnership with COMM. This will continue benefitting from the great deal of material available generated in 2017 through journalistic input, conferences and other means. The project will continue its communication and dissemination while kicking off preparation for the new round.

The website will remain a window (project site) focused on 2016-17 implementation, and in 2018 with COMM the project will focus on planning actions for the new year including the possible options for moving towards an online (paperless) TRP.

The project manages an online community on connection, which serves as a more technical entry point to the project and as a communication tool with core stakeholders. The community will be the key tool for 2018 communication and will support the consultation with actors for the preparation of the TRP 2019.

With the IT unit the project is working on the development of a user-friendly database for statistics. This project will continue in 2018 with the scope of providing easier access and more automatic generation of tables and graphs across OPS on selected indicators (KIESE and national data). Under this action, the team will act in cooperation and synergy with the OPS Digital innovation team, in particular focusing on 'open data'.

In 2018, the project will build on the positive experience of the use of online meetings within the common operational practices in particular with the network of TRP coordinators. Furthermore, the project will explore and implement actions for opening up learning opportunities online.

7. Monitoring and Evaluation

The project undergone a content audit in 2017 and an external evaluation is planned for Q4 2017 – Q1 2018 focused on the TRP. In addition to external input the project itself has implemented a strong monitoring and evaluation in relation to the TRP with the assessment of process implementation and comparison with previous round, and a survey in 2017 to all TRP participants in all 25 countries where the relevance of the TRP has been assessed against the progress of the country in the area of policy analysis and monitoring. The results of these assessments are available as internal documents (not published) but will be analysed within the framework of the external evaluation and feed the preparation towards 2019-20.

However, it would be important to focus the attention on the other components of the project, which go beyond the TRP. These could be considered for next monitoring and evaluation in depth actions.

The project will continue in 2018 with its monitoring practices including quarterly monitoring and reporting.