



European Training Foundation

**Annual report**

**1999**



Prepared by the



## European Training Foundation

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## MISSION STATEMENT

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The European Training Foundation is an agency of the European Union. It works in central and Eastern Europe, the New Independent States and Mongolia, and with the Mediterranean partners\*.

### **Mission**

The mission of the European Training Foundation is to support the reform of vocational education and training and management training in the partner countries\*.

### **Role**

As a **centre of expertise**, the Foundation:

- provides analysis and advice 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; and
- channels offers of cooperation from donors.

In the field of programme management, the Foundation:

- designs and implements projects;
- assists in monitoring and evaluation; and
- disseminates results.

\* Within the framework of EU policy, the Foundation works directly with:

Albania, Algeria, Armenia, Azerbaijan, Belarus, Bulgaria, Bosnia & Herzegovina, Cyprus, Czech Republic, Egypt, Estonia, Georgia, Hungary, Israel, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lebanon, Lithuania, Malta, the former Yugoslav Republic of Macedonia, Moldova, Mongolia, Morocco, the Palestinian Authority, Poland, Romania, Russian Federation, Slovak Republic, Slovenia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan.

The European Union supports the development of human resources in these countries through the Phare, Tacis and MEDA Programmes.



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A great deal of additional information on the European Union is available on the Internet. It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication

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### 1.1. Aims and objectives

The European Training Foundation is an agency of the European Union established by a Council regulation in 1990<sup>1</sup> to promote the development of vocational training (including management training) in the countries of Central and Eastern Europe in their transition to a market economy. The Foundation's mandate was subsequently extended to include the New Independent States and the countries and territories of the Mediterranean. As a centre of expertise the Foundation:

- provides analysis and advice on current initiatives and future need in the countries which it was set up to assist (known as the *partner countries*);
- facilitates contacts and promotes exchange of experience between key actors in the training field through networks, conferences and workshops;
- disseminates information on EU best practice; and
- promotes co-operation among donors.

The Foundation supports those activities through its own budget. In addition, it manages a number of Phare and Tacis programmes on behalf of the European Commission as well as providing technical assistance to the Commission for the implementation of the Tempus programme (see section 3 below). An overview of all Phare and Tacis conventions, as well as Tempus Phare and Tempus Tacis conventions, managed by the Foundation is provided in Tables 5 and 7.

### 1.2. Institutional structure

The Foundation has a Governing Board made up of representatives from the Member States and the European Commission, which also chairs the Board. The Board approves the annual work programme and budget of the Foundation. The list of members is contained in annex 2 together with a summary of the main decisions taken at its meetings in 1999.

The Governing Board is supported by an *Advisory Forum*, consisting of training experts from the Member States, the 39 partner countries, the European Commission, international organisations and the social partners. It advises the Governing Board on the annual work programme as well as meeting in sub-groups periodically to discuss questions related to the reform of the vocational education and training systems.

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1 Regulation (EEC) No1360/90 OJ No L131, 23.5 1990, p. 1 as amended by Regulation 2063/94 (OJ L 216, 20.8.1994, page 9) as amended by Regulation (EC) No 1572/98 (OJ L 206/1, 23.7.98).

The Foundation is based in Turin. The Director, who reports to the Governing Board and chairs the Advisory Forum, is supported by some 120 staff<sup>2</sup> who implement the work programme (including the conventions it manages on behalf of the Commission) and provide the secretariat for the Governing Board and the Advisory Forum. The total budget of the Foundation for 1999 (approved by the Governing Board) was € 16.2 million (see section 5 for further details on the budget).

In 1999 the Director decided to make changes in the organisational structure of the Foundation. The Analysis and Development Department and the Vocational Education and Training Department were replaced by five smaller departments organised along geographical lines. At the same time two new Units were created to support the new structure: the Planning, Monitoring and Evaluation Unit and the Development Unit (the organisation chart and data on staffing by grade and nationality are contained in Annex 1). A second phase of the re-organisation was launched later in the year to focus on the Central Service departments. The results of the review were presented in Spring 2000.

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2 The establishment plan for the Foundation provides for 130 staff.



### The regional approach

As indicated, five new geographical departments were created in 1999 with a view to better targeting the Foundation's activities to the needs and priorities of the countries which it was set up to assist. Thus activities in 1999 focussed on four main groups of countries: the candidate countries seeking accession to the EU<sup>3</sup>, the countries and territories of South-Eastern Europe<sup>4</sup>, the New Independent States and Mongolia<sup>5</sup> and the countries and territories covered by the MEDA<sup>6</sup> programme. In this way the Foundation was able to define specific strategies for these regions and ensure a more focussed approach.

In line with the new geographical focus, the Advisory Forum at its annual meeting in Turin on 6-8 September, decided also to re-organise its work to support the new orientation. The thematic sub-groups that had met in previous years were replaced by new regional sub-groups. Copies of sub-group reports can be found on the Foundation's web site ([www.etf.eu.int](http://www.etf.eu.int)).

### Overview

The Foundation fixed six development objectives as a framework for all of its activities in the regions in 1999. These were intended as wider goals for the countries to which the Foundation might make a contribution through its work programme:

- to ensure that the training system strengthens its links with the labour market and promotes employability and adaptability;
- to support the development of continuing training systems within the framework of lifelong learning for all;
- to establish a system of flexible and recognised vocational standards;
- to ensure that teachers and trainers deliver experience-based and participatory training which makes full use of modern methods and tools;

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3 Bulgaria, Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovak Republic, Slovenia and Turkey.

4 Albania, Bosnia and Herzegovina, Croatia, Former Yugoslav Republic of Macedonia, Kosovo.

5 Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgystan, Moldova, Mongolia, Russian Federation, Tajikistan, Turkmenistan, Ukraine, Uzbekistan.

6 Algeria, Cyprus, Egypt, Israel, Jordan, Lebanon, Malta, Morocco, the Palestinian Authority, Syria, Tunisia, Turkey.

- to promote management training and the sustainability of management training centres; and
- to promote a partnership culture and practice between key actors in vocational education and training.

The emphasis on particular objectives varied from one region to another and from country to country as can be seen from Tables 1-4 which provide detailed information on all of the projects funded from the Foundation's budget (Title 3) in 1999. The Foundation organised a number of events in 1999 in support of these overall objectives or to underpin specific projects. A complete list of the events organised in 1999 can be found in Annex 3.

## The National Observatories

Through its network of national observatories the Foundation continued to monitor developments in the field of vocational education and training in the partner countries (except for the Mediterranean partners). Through the National Observatories the Foundation was able to identify reform priorities at institutional and policy level. A number of analytical and statistical reports on training and the labour market were produced in 1999 as a result of the information gathered through the observatories. These included a transnational analysis on the countries of Central and Eastern Europe, as well as a Phare Key Indicators report (see publications list in annex 4 for further details).

*Highlights of the Foundation's activities in each of the regions are described briefly in the following pages.*

### 2.1. Candidate countries of Central and Eastern Europe

During 1999 the Foundation was heavily involved in assisting the European Commission in implementing the pre-accession strategy within the candidate countries. In particular, the Foundation undertook the following:

- **reviews of progress** in vocational education and training reforms within each candidate country. These individual studies and a composite report were requested by the European Commission and completed in November. Copies of these reports are available from the Foundation's Information & Publications Department;
- **implementation of a Special Preparatory Programme**, funded under the Phare programme which introduced each candidate country to the workings of the European Social Fund (ESF /SPP). This was followed by the establishment in each country of a National Training Institute to train public administrators in the implementation and management of human resource development initiatives within the European Social Fund programme. The ESF/SPP programme also provided an opportunity for the Foundation to assist in the preparation of the human resources development component of each country's preliminary National Development Plan (NDP), an essential element in the

accession process. These plans will outline a coherent and integrated overall strategy for the adoption of the economic and social cohesion of each country;

- **support** to each candidate country in the drafting of Employment Background Studies as preparation for the Commission-led Employment Policy Review initiative;
- **activities related to the «acquis communautaire»** in vocational education and training. The principal issues addressed were training and retraining in regions, social partnership and dialogue, the transparency/mutual recognition of vocational and professional qualifications, and teacher and trainer training;
- **joint activities:** the Foundation actively seeks to establish partnerships with other donors. In 1999 joint activities were undertaken with support from Finland, Denmark, France, Italy, the Flemish Belgian region and Germany;
- **management training** initiatives were carried out in a number of candidate countries: in Hungary training was delivered to 17 Chambers of Commerce and Employer Organisations; and the Foundation's co-operation with CEEMAN (the Central and Eastern European Management Development Association) generated reports based on a survey 'Assessing management training needs in Central and Eastern Europe'. In Bulgaria the Foundation developed a pilot project targeted at Employers Associations, Chambers of Commerce, non-governmental organisations (NGOs) and training providers. This will run in parallel with a complementary project being funded by Bayerisches Zentrum für Ost-West Management training GmbH (OWZ) and will assist in building capacity to analyse training needs in small and medium sized enterprises (SMEs) and in developing human resource development plans.
- **management of Phare vocational education and training projects.** The Foundation supplemented project management activities by providing expertise to a number of countries on human resource development issues in the context of new Phare projects. In 1999 Phare programmes in the fields of vocational training, management training and higher education were managed in Bulgaria, Latvia and Estonia, and external assessments and financial audits were carried out on completed projects in seven candidate countries;

In addition to drawing up annual reports on vocational education, the *National Observatories* in the candidate countries were actively involved in a number of the activities related to accession preparations as indicated above. In the framework of the Special Preparatory Programme for the European Social Fund, the Observatories organised training seminars and awareness raising conferences for policy makers. They also contributed to the preparation of background studies on employment policy as well as organising a consultation process at national level on the review of progress in vocational training reform. The Foundation organised Observatory network meetings of the Phare countries in July (Turin) and November (Tampere).

## 2.2. South-Eastern Europe

The main priority for the Foundation in South-Eastern Europe in 1999 was to contribute to the reconstruction process in the region following the cessation of hostilities. A number of activities were undertaken to achieve this objective:

- **needs assessments** in Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia and Croatia to reassess the state of vocational education and training following the war in Kosovo;
- **the secondment** of a member of staff from the Foundation to the Commission Task Force in Kosovo to assist in the preparation of a human resource development plan for Kosovo;
- **preparation of proposals** to the European Commission on the possible contribution of vocational education and training reform to the process of democratisation and economic reconstruction both at national level and in the region. On the basis of these proposals, the Commission invited the Foundation to develop a package of possible measures in Albania, Bosnia and Herzegovina, Croatia and the former Yugoslav Republic of Macedonia;
- **contributions to the work of the Stability Pact** have involved membership of the Graz process, a task force led by the Austrian government, which worked successfully towards the inclusion of education and training as a priority for action under Table 1 of the Stability Pact. In this context, the Foundation was responsible for the development of a strategy for vocational education and training reform and, in the area of economic reconstruction (Table 2 of the Stability Pact), the Foundation has taken a co-ordination role among donors in order to prepare an overall package of specific human resource development measures for South-Eastern Europe;
- **joint development work** with the Albanian, Italian and Greek governments in the preparation of a project in the field of small and medium sized enterprise development. In co-operation with the Economic and Social Committee (ECOSOC) and the Royaumont process, the Foundation also prepared a project to develop social partnership in the region. This project was also presented to the Stability Pact for funding;
- **management training:** the Foundation sponsored a workshop which provided a first opportunity for the business community to define the preliminary actions necessary to support the development of the industry and enterprise sectors in Kosovo;
- the Foundation continued the **management of Phare** vocational and education training programmes in Bosnia and Herzegovina and the Former Yugoslav Republic of Macedonia.

The special circumstances in South-Eastern Europe arising from recent conflicts and continuing ethnic tension presented both challenges and opportunities to the *National Observatories* in the region. The Observatories contributed to the assessment of the challenges for vocational training in the region as well as their

regular work on data-collection and analysis. The location and team of the National Observatory of the Former Yugoslav Republic of Macedonia was changed to the Pedagogical Institute in Skopje. After in-depth negotiations with the national groupings in Bosnia-Herzegovina, the Foundation established in 1999 a national Observatory in that country. The Observatory main office is located in Mostar, with a satellite office in Banja Luka. Negotiations started with the Croatian authorities on the establishment of an Observatory in Croatia with a view to launching activities in the first half of 2000.

### 2.3. *The New Independent States (NIS) and Mongolia*

The Foundation undertook the following activities during 1999:

- **provided** the Commission with contributions in the field of vocational training for the Indicative Programmes 2000-2003 under the new Council Regulation for the NIS and Mongolia, adopted on 29 December 1999, which includes a reference to education and training;
- **implemented** the second phase of the parallel-funded project on “VET Reform in North West Russia” with the support of Austria, Belgium, Finland, France, Netherlands and the International labour organisation (ILO);
- **prepared** a new parallel funded project on vocational education and training reform at a regional level for Ukraine. Seminars in Kiev resulted in expressions of interest in participation by five countries. Planning for a pilot project on the establishment of a Human Resources Centre in Georgia with the UNDP and the Government was finalised and included in the year 2000 work programme proposal. Other interested donors are considering their participation;
- **established joint work** with Central Asian Foundation for Management Development (CAMAN) which comprises a network of over 50 management training centres in Central Asian countries. The CAMAN project aims to promote improvement in the quality of business education in the Central Asian region through the extension of CAMAN activities;
- **provided advice** on the management, monitoring and evaluation of the € 12 million Tacis Managers’ Training Programme following a request from the Commission. This project offers internships to 1000 NIS managers in EU companies;
- **managed** the implementation of the DELPHI programme (funded by Tacis – € 6 million) which supports the Russian federal and regional Ministries of Education. In 1999 the emphasis of activities shifted from Moscow to the five regions involved (St. Petersburg, Komi, Samara, Sverdlovsk and Novosibirsk);
- **continued implementation** of the Tacis project “Reform of the Moldovan System of Vocational Education and Training” (€ 1.5 million) which started in July 1998. The project has led to the provision of policy advice for vocational education strategies, labour market forecasting and curriculum development methodologies. New curricula in four professions have been implemented and teachers trained in two pilot schools;

- **managed** the Tacis/Foundation Bistro project “Addressing the training needs of the managers in Russian Federation”. This was implemented alongside the Tacis Delphi programme and the Managers’ Training programme. The project included a quality analysis of the training provided by 76 Russian institutions to 4-5,000 managers per year and an inventory of Tacis-funded teaching material;
- **supported** a bistro project on financing vocational training in Kazakhstan and organised a high level policy seminar on the topic;
- **developed** and began work on the implementation of two new Tacis-funded programmes: the establishment of a National Training Fund in Kyrgyzstan and curricular reform in Uzbekistan;
- **launched** the Central Asia continuing training project, Training for Enterprise Development in Kyrgyzstan with extensive enterprise participation. The project will gradually be extended to Kazakhstan and Uzbekistan;
- **provided further advice** on the issue of vocational training legislation – a national workshop was held in Armenia to support the discussion process on the content and nature of their new law. This follows similar events in recent years in Bulgaria and Russia. In Georgia a similar policy advice event was organised with high-level government participation on the role of vocational training in economic reform. This was in preparation for a wider donor workshop to be held in early 2000;
- the Tacis funded **Language Training Project** (Ukraine, Belarus, Moldova, Armenia, Azerbaijan, Georgia, Uzbekistan, Kazakhstan and Kyrgyzstan) finished in June 1999. The project aimed at training language teachers, civil servants and business people, and modernising curricular methods and materials. The projects produced good results and created operational language centres;
- Alongside data collection and analysis functions, the **National Observatories** took an active lead in Foundation multi-country projects on Standards, Entrepreneurship in Education and Training, Staff Development and in the preparation of in-depth studies. In Uzbekistan, Turkmenistan, Azerbaijan and Georgia, vocational training stocktaking reports were finalised and national workshops organised. In most countries in the region, the Observatories organised training sessions for statistical experts on the collection and analysis of statistical data in co-operation with the Foundation and UNESCO, thus contributing to the completion of the first statistical data collection by the Foundation in the region. The network had its annual meeting in March in Turin organised and chaired by the Foundation.

Due to the lack of institutional support, the Foundation decided to close down Observatories in Azerbaijan and Turkmenistan. However, for the first time an Observatory was established in Armenia in 1999 and made good progress in its first year.

## 2.4. *The Mediterranean countries and territories*

Following the adoption of Council Regulation 1572/98 which extended the Foundation's sphere of activity to cover the countries and territories of the Mediterranean region, the Commission considered that the additional tasks arising from these activities should be carried out within the framework of the Foundation's existing resources.

According to the first Foundation Work Programme for the Mediterranean region, 1999 was an induction year for the Foundation to become acquainted with regional realities and needs and thus develop a long-term role in the region. The main objectives for this induction phase were:

- a) to establish contacts and communication channels with relevant national and multilateral actors in the region, including major donors;
- b) to define further the role of the Foundation and the type of services to be provided to the Commission in the context of the MEDA Programme and the Euro-Mediterranean policy;
- c) to develop Foundation knowledge and understanding of the Mediterranean partners' specific needs, expectations and capacities;
- d) to implement pilot activities in a number of Mediterranean partners.

The Foundation pursued these objectives during 1999 maintaining a flexible approach needed to tailor activities to the changing situation and answering needs expressed by partner countries or by the Commission. This was possible by a transfer of additional Title 3 funds to the MEDA region activities

Activities focused on the following areas:

- **establishment of contacts** with relevant actors in the region: a meeting in February between Foundation staff and EC Delegations from the MEDA region enabled both sides to reach a common understanding on how they would work together in future;
- **24 MEDA members** were introduced to the Advisory Forum of the Foundation. A first preparatory meeting of the Meda Advisory Forum network was organised in July with a view to the annual plenary meeting that took place in September;
- **stocktaking missions** were carried out in Algeria, Cyprus, Jordan, Lebanon, Malta, Morocco, Palestinian Territories, Syria, Tunisia and Turkey by Foundation staff and direct contacts established with the national authorities. In Algeria, links were also established with institutions in charge of management training;
- **definition of the Foundation's role in the Meda context:** various meetings took place with the relevant Commission services with a view to further defining the role of the Foundation and the type of services to be provided also in line with the memorandum of understanding agreed in 1998;

- **development of knowledge of the Mediterranean partners' needs:** country reports on national vocational education and training systems were prepared for Algeria, Jordan, Lebanon, Cyprus, Malta and Turkey. In addition, for the candidate countries Cyprus, Malta and Turkey, three short reports were also prepared which reviewed the development of vocational training systems in the light of European policy. The report on Algeria included an analysis of the state of play of management training in the country providing the opportunity to establish links with local Management Training Stakeholders;
- **pilot activities:** A workshop in support of the implementation of the Manforme programme was organised in co-operation with the Tunisian Ministry of Vocational Education and Employment in Tunis in November. The workshop included representatives of key Ministries in Tunisia, professional bodies, social partners, international organisations and donors, as well as representatives from Morocco and Algeria;
- **in Syria,** a workshop in support of the development process started in the field of technical and vocational education and training was designed in co-operation with the Syrian authorities. The workshop aimed at supporting the introduction of apprenticeship schemes adapted to the local needs and conditions;
- **in Malta** a workshop was organised in December in co-operation with Maltese authorities in support to the development of new national vocational qualifications. The workshop focussed on various issues related to co-operation between education and industry, curriculum design, certifications systems;
- the Commission decided to involve the Foundation in the identification of an industrial support project in Jordan. A similar intervention took place in Lebanon in September. In **Syria,** the Foundation was involved as an observer in the definition of a MEDA-funded project aiming at reforming the vocational education and training system in the country. Additional input was given by the Foundation to the Syrian authorities at a national workshop on the dual system organised in co-operation with UNESCO;
- contribution to a **joint survey** led by France and co-funded by Germany, Italy, Spain and Greece on bilateral and multilateral donor co-operation in the field of vocational training in the MEDA region. Further contacts were established with major bilateral and international donors active in the Mediterranean region with a view to establishing future co-operation.



**Table 1 – Candidate countries – 1999 European Training Foundation projects funded from Title 3**

Countries	Title	Objectives	Outputs by end 1999
<b>LINKING TRAINING TO THE LABOUR MARKET</b>			
H, SLO	<i>Integration of work and learning</i>	<ul style="list-style-type: none"> <li>To enhance the innovative capacity of partner country VET systems by strengthening links with the labour market and thereby to promote employability;</li> <li>To integrate work and learning for making VET in schools/training centres and companies more relevant to labour market needs.</li> </ul>	<ul style="list-style-type: none"> <li>Consistent and systematic approach to training need analysis on a company level;</li> <li>Support of enterprise-based training at schools;</li> <li>A training network created via Internet;</li> <li>Assessment of in-company training and its improvement in the direction of learning at the workplace and learning in groups;</li> <li>Establishment of an evaluation cycle;</li> <li>Certification of different forms of learning and training;</li> <li>Development of a school marketing plan.</li> </ul>
All	<i>Piedmont conference on "VET as an instrument to combat unemployment: implications for Central and Eastern Europe"</i>	<ul style="list-style-type: none"> <li>To promote awareness and a better understanding of social and employment issues between regional representatives from Central and Eastern Europe and their counterparts in the European Union;</li> <li>To introduce to regional representatives from the candidate countries EU tools and mechanisms available to regional administrations to tackle unemployment and training policy issues, with reference to the European Social Fund;</li> <li>To provide acceding countries with an overview of the instruments and institutions which shape European employment policy.</li> </ul>	<ul style="list-style-type: none"> <li>A conference, jointly sponsored by the Committee of the Regions, the Regione Piemonte and the ETF held in Turin June, 1999.</li> <li>Conference Report, published by ETF, Turin, 1999.</li> </ul>
All	<i>Regional labour market Intelligence</i>	<ul style="list-style-type: none"> <li>To establish procedures for the collection of labour market data;</li> <li>Using LMI for ESF purposes;</li> <li>To strengthen the capacity of National Observatories to work with a target region in Phare 2000;</li> <li>To raise awareness of the ESF and its contribution to human resource development at regional level.</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory meeting between National Observatory and regional representatives with EU experts.</li> <li>Draft agenda and timetable agreed.</li> </ul>
RO	<i>Regional development</i>	<ul style="list-style-type: none"> <li>To establish coherent policies for HRD at the national level and recommend implementation mechanisms;</li> <li>To create a local structure of the Romanian Observatory in Constanza, in order to facilitate the implementation of the support network for continuing training and social inclusion;</li> <li>To set up local policy measures for HRD in the Constanza county in order to implement tailored measures for target groups;</li> <li>To develop an audio-visual package for trainer training in the field of tourism to help the dissemination of the training methodology developed through the Italian partnership.</li> </ul>	<ul style="list-style-type: none"> <li>National strategy for HRD produced. Document used by the Romanian Government in the preparation of the National Development Plan.</li> <li>Local Observatory established in Constanza.</li> <li>HRD strategy for Constanza county.</li> <li>Audiovisual material for teacher training in the tourism sector.</li> </ul>

Countries	Title	Objectives	Outputs by end 1999
<b>CONTINUING VOCATIONAL EDUCATION AND TRAINING</b>			
All	<i>Continuing VET (including social exclusion)</i>	<ul style="list-style-type: none"> <li>To analyse the provision of continuing vocational training in the countries;</li> <li>To take stock of the situation of disadvantaged groups and measures for their (re)integration in the labour market in the Phare countries.</li> </ul>	<ul style="list-style-type: none"> <li>Cross-country analysis in Phare countries completed and published; 13 country studies launched</li> </ul>
All	<i>Continuing VET survey (2)</i>	<ul style="list-style-type: none"> <li>To prepare countries for participation in the Commission's Continuing VET survey.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing VET survey (2) funds contracted out to EE, LT and HU</li> </ul>
BG	<i>Continuing VET</i>	<ul style="list-style-type: none"> <li>Preparatory studies for the Steel and Mining Areas Preparatory Project.</li> </ul>	<ul style="list-style-type: none"> <li>Reports produced.</li> </ul>
<b>STANDARDS</b>			
SLO, EE, LT, PL	<i>Standards of qualifications</i>	<ul style="list-style-type: none"> <li>EE: complete wood sector survey</li> <li>LV: Produce a methodology for training needs analysis &amp; standards finalised; Publish and book on standards</li> <li>PL: Agree standards development methodology and pilot for two profiles</li> <li>SLO: Conduct analyses of chemistry and social care sectors and relevant occupational standards drawn up jointly with social partner representatives</li> <li>Produce ETF publication</li> </ul>	<ul style="list-style-type: none"> <li>All ETF WP 1998 activities finalised and (partly) evaluated, incl.: <ul style="list-style-type: none"> <li>EE: completion of wood sector survey.</li> <li>LV: Work with CINOP (NL) on a methodology for training needs analysis &amp; standards; Preparation of handbook on standards.</li> <li>PL: Method for standards development agreed and piloted for two profiles.</li> <li>SLO: (brief) survey and design of occupational. profiles in chemistry and social care sectors.</li> <li>ETF publication in preparation (due January 2000).</li> </ul> </li> </ul>
SLO, RO, H, EE	<i>Studies on transparency of vocational qualifications</i>	<ul style="list-style-type: none"> <li>To improve the understanding and knowledge of policies and practices in the development of qualifications and skills, their assessment and certification;</li> <li>To support the active participation of the candidate countries in EU networks and projects.</li> </ul>	<ul style="list-style-type: none"> <li>Country reports and cross-country synthesis prepared for Slovenia and Romania;</li> <li>Hungary, Slovenia and Estonia participated in the European Forum for transparency of qualifications;</li> <li>Hungary and Slovenia participated in the Leonardo "Eurocert" project.</li> </ul>
<b>TEACHERS AND TRAINERS TRAINING AND RETRAINING</b>			
LV, LT	<i>Reshaping the focus and structure of VET teaching personnel training</i>	<ul style="list-style-type: none"> <li>To enhance the innovative capacity of partner country VET systems to re-design the training of teachers and trainers.</li> </ul>	<ul style="list-style-type: none"> <li>The project started in October 1999. Pilot VET schools identified.</li> </ul>
<b>MANAGEMENT TRAINING</b>			
BG	<i>Employers' Initiative (co-financed with OWZ)</i>	<ul style="list-style-type: none"> <li>To improve the skills and capacity of key staff within regional Chambers and NGOs which service SMEs; to monitor training needs; provide advisory services; identify and develop training actions.</li> </ul>	<ul style="list-style-type: none"> <li>Project implementation, co-ordination and approach agreed with the contractor and OWZ (parallel funding). Local subcontractor chosen.</li> </ul>

Countries	Title	Objectives	Outputs by end 1999
H, LT, LV, UKR	<i>Study on assessing MT needs - Extension</i>	<ul style="list-style-type: none"> <li>Study modification of the survey and implement in four new countries.</li> </ul>	<ul style="list-style-type: none"> <li>Expert meeting of 'authors';</li> <li>Revision of methodology and tools;</li> <li>Survey implementation underway.</li> </ul>
<b>SOCIAL PARTNERSHIP</b>			
SLO, PL, BG, SQ	<i>Country specific work-shops and revisions of national reports</i>	<ul style="list-style-type: none"> <li>To support the further development of effective social dialogue culture and practices in VET in the four candidate countries.</li> </ul>	<ul style="list-style-type: none"> <li>Updated reports and workshops are underway.</li> </ul>
SLO, PL, BG and SQ	<i>Co-operation with CEDEFOP</i>	<ul style="list-style-type: none"> <li>To prepare studies on social dialogue in VET in three EU member states and four candidate countries following similar structure and methodology.</li> </ul>	<ul style="list-style-type: none"> <li>Joint meeting of EU / candidate country experts / CEDEFOP to discuss preliminary results of reports.</li> </ul>
<b>POLICY ADVICE</b>			
H	<i>ETF-World Bank Counselling and guidance conference for Europe &amp; Central Asia</i>	<ul style="list-style-type: none"> <li>To prepare event jointly with Hungarian Ministry of Education and World Bank.</li> </ul>	<ul style="list-style-type: none"> <li>Conference outline and speakers, etc agreed;</li> <li>Conference date brought forward to 29-31 March 2000;</li> <li>Funds contracted out to Hungarian Ministry of Education.</li> </ul>
All	<i>National Development Plan advice in Phare</i>	<ul style="list-style-type: none"> <li>To support candidate countries in the drawing-up of Phare National Development Plans (NDPs).</li> </ul>	<ul style="list-style-type: none"> <li>EU ESF experts missions to POL &amp; HU to assist national officials in drawing-up of Phare NDPs.</li> </ul>

**Table 2 – South-Eastern Europe – 1999 European Training Foundation projects funded from Title 3**

Countries	Title	Objectives	Outputs
<b>LINKING TRAINING TO THE LABOUR MARKET –/– CONTINUING VOCATIONAL EDUCATION AND TRAINING</b>			
ALB	<i>Continuing VET</i>	<ul style="list-style-type: none"> <li>Proposal revised due to crisis in South Eastern Europe. Continuing VET in Albania integrated into feasibility study exercise (see below). Revised proposal also extended to support continuing VET surveys (2) (see Table CCs).</li> </ul>	
<b>STANDARDS –/– TEACHERS AND TRAINERS TRAINING AND RETRAINING –/– MANAGEMENT TRAINING</b>			
ALB	<i>SME feasibility study</i>	<ul style="list-style-type: none"> <li>Identification of ToR for project supporting for an SME support programme. It involved two expert contracts for feasibility study and project definition.</li> </ul>	<ul style="list-style-type: none"> <li>2 expert reports submitted. Programme identified with the involvement of major Albanian stakeholders totalling € 1 million. Next stage involves organising donor support to finance the programme.</li> </ul>
FYR	<i>Development of Entrepreneurial skills</i>	<ul style="list-style-type: none"> <li>Support to the Workers University in the diversification of their training offer with the inclusion of training skills development.</li> </ul>	<ul style="list-style-type: none"> <li>The pilot project identified good market potential for the Workers University in this field and further donor support will be required for further specialisation in this field.</li> </ul>
<b>SOCIAL PARTNERSHIP –/– POLICY ADVICE</b>			
FYR	<i>Civil society development</i>	<ul style="list-style-type: none"> <li>Encourage grass-roots innovative practices of intercultural understanding in SEE by involving civil society actors;</li> <li>Set up a strategy for strengthening VET and Democratic Citizenship in the context of economic reconstruction, stability and democracy in SEE.</li> </ul>	<ul style="list-style-type: none"> <li>Micro-projects in the field of Civil Society selected and implemented.</li> <li>Strategy document prepared for the Conference in Graz “Transition, Reconstruction and Stability in South-Eastern Europe”.</li> </ul>
All	<i>VET in SEE reconstruction</i>	<ul style="list-style-type: none"> <li>VET-labour market needs and priorities in SEE for socio-economic reconstruction assessed;</li> <li>VET-labour market programmes developed and accepted by relevant authorities and donors.</li> </ul>	<ul style="list-style-type: none"> <li>VET and labour market reform programmes for democratisation and human rights accepted by European Commission for Alb, BiH, Cro and Fyrom and for SEE region;</li> <li>VET reform programme developed for Kosovo;</li> <li>VET and labour market reform programmes for economic reconstruction developed for all SEE countries.</li> </ul>

**Table 3 – NIS and Mongolia – 1999 European Training Foundation projects funded from Title 3**

Countries	Title	Objectives	Outputs by December 1999
<b>LINKING TRAINING TO THE LABOUR MARKET</b>			
RF	<i>Labour market/VET reform in North-West Russia</i>	<ul style="list-style-type: none"> <li>4-6 NWR regions able to implement and develop VET sector reform based on regional economy and labour market needs.</li> </ul>	<ul style="list-style-type: none"> <li>Staff Development Programme for regional managers and, teacher training programme defined;</li> <li>Seminars on social partnership, labour market assessment, training firms, continuing training and teaching methodologies held.</li> </ul>
ARM, GEO, KAZ, KYR, MNG, TME, UZB	<i>Entrepreneurship in VET</i>	<ul style="list-style-type: none"> <li>To improve the employability of the youth and adult population through entrepreneurial re-orientation of all VET. Participants will understand the issues which must be addressed when designing a strategy for education and training and able to recommend future activities on reform which supports entrepreneurship.</li> </ul>	<ul style="list-style-type: none"> <li>The project was reshaped following meeting of experts. National and regional round table discussions were held in the participating countries, including representatives both from the education and training system and the social partners' organisations.</li> </ul>
<b>CONTINUING VOCATIONAL EDUCATION AND TRAINING</b>			
KYR, UZB, KAZ	<i>Continuing VET; Training for Enterprise Development (TED)</i>	<ul style="list-style-type: none"> <li>To increase the competitiveness of the enterprise and reduce the risk to the employees. Stocktaking of the training needs of the enterprises, and of the role of different actors in Training for Enterprise Development in Kyrgyzstan.</li> </ul>	<ul style="list-style-type: none"> <li>Stocktaking started followed by the first strategy discussions.</li> </ul>
<b>STANDARDS</b>			
MOL, UKR, BR, KAZ, KYR, UZB, GEO, MNG	<i>Standard 2000 pilot implementation of standards</i>	<ul style="list-style-type: none"> <li>Improve methods and practice in development of broad and flexible occupational standards to meet the needs of the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>Start up seminar in Kiev;</li> <li>8 standards development projects on-going;</li> <li>National workshops held;</li> <li>Standards Committees set up;</li> <li>8 new standards produced;</li> <li>Staff development carried through.</li> </ul>
RF	<i>Workshop on standards</i>	<ul style="list-style-type: none"> <li>Promote methods of standards development for initial and secondary VET based on international models.</li> </ul>	<ul style="list-style-type: none"> <li>Workshop held and action plan proposed for DELPHI activities on standards.</li> </ul>
<b>TEACHERS AND TRAINERS TRAINING AND RETRAINING –/– MANAGEMENT TRAINING</b>			
RF	<i>Support to Russian Association of Business Education</i>	<ul style="list-style-type: none"> <li>Strengthen networks of management training institutes.</li> <li>Design training which is more relevant to managers' needs.</li> </ul>	<ul style="list-style-type: none"> <li>Practical Management Training courses disseminated;</li> <li>Network of company partnerships formed.</li> </ul>
ARM, AZB, KAZ, KYR, TAD, TME, UZB	<i>Support to Economic Commission for Europe (ECE) in organising a training workshop for SME management trainers.</i>	<ul style="list-style-type: none"> <li>Upgrade SME training in Central Asia and South-Caucasian countries to respond better to rapidly changing economies. Key group of trainers is trained and equipped with modern teaching material in order to disseminate the new methods and practice.</li> </ul>	<ul style="list-style-type: none"> <li>2 week training workshop for SME management trainers organised in Almaty.</li> <li>Training material package produced and distributed.</li> </ul>

Countries	Title	Objectives	Outputs by December 1999
RF	<i>Study on assessing MT needs</i>	<ul style="list-style-type: none"> <li>Produce study reports, presenting key research findings.</li> </ul>	<ul style="list-style-type: none"> <li>6 reports, including findings and methodology edited and printed.</li> </ul>
ALL NIS & MNG	<i>Staff development project IV (building on the results of the previous phases, in particular the SDP III of 1998).</i>	<ul style="list-style-type: none"> <li>Improve VET policy making.</li> <li>Promote labour market analysis (LMA) as the basis of an effective VET provision.</li> <li>In Armenia the project aims at the reform of the VET structure.</li> </ul>	<ul style="list-style-type: none"> <li>Activities were finalised in November 1999;</li> <li>Training organised and practical tools and publications drafted;</li> <li>SDP IV project started all late 1999 and key actors trained.</li> </ul>
UZB, KAZ, KYR, TME, AZB, ARM	<i>Support to Central Asian Management Assoc.(CAMAN)</i>	<ul style="list-style-type: none"> <li>Networking of training institutions and raising the profile of management training in Central-Asia.</li> </ul>	<ul style="list-style-type: none"> <li>International Conference on management development and training workshop for trainers and deans of business schools held.</li> <li>Support provided to the CAMAN Bulletin.</li> </ul>
<b>SOCIAL PARTNERSHIP / POLICY ADVICE</b>			
ARM, GEO, KAZ	<i>Legal and policy advice</i>	<ul style="list-style-type: none"> <li>Practical advice on VET development to answer to the immediate needs of the countries.</li> </ul>	<ul style="list-style-type: none"> <li>KAZ: Workshop on Financing VET held.</li> <li>GEO: workshop on the Role of VET in the Development of the Economy.</li> <li>ARM: expert workshop held to assist the government in drafting of the VET law.</li> </ul>
RF, UKR, ARM, KYR, UZB, TME	<i>Donor co-operation workshops</i>	<ul style="list-style-type: none"> <li>Improved co-ordination and co-operation between donors in the field of education and training.</li> </ul>	<ul style="list-style-type: none"> <li>RF: Consultative Council, web-page and database of donors established.</li> <li>UKR: agreement reached on outline for parallel funded project.</li> <li>ARM: workshops replaced by legal advice provision and national VET workshops. A parallel-funded project (Georgian government, UNDP, ETF) was confirmed with other donors considering participation.</li> <li>KYR/UZB: Workshops postponed. Turkmenistan cancelled. In Uzbekistan a study on the accreditation of the MBA training was carried out, as a preparation for further action.</li> </ul>

**Table 4 – MEDA – 1999 European Training Foundation projects funded from Title 3**

Countries	Title	Objectives	Outputs to December 1999
DZ, TR, MT, CY, JO, LB	<i>Country reports</i>	<ul style="list-style-type: none"> <li>To produce six reports on national VET system and a composite summary report.</li> <li>To produce additional reports on the development of VET systems in Malta, Cyprus and Turkey in the light of the European policy.</li> </ul>	<ul style="list-style-type: none"> <li>Six country reports, three assessment reports and one global summary report, enabling the identification of the main challenges and priorities for assistance in reforming vocational education and training.</li> </ul>
TN	<i>Tunisia workshop – Manforme programme</i>	<ul style="list-style-type: none"> <li>To support the implementation of VET reform in the Maghreb region, and in Tunisia in particular (Manforme), through exchange of experiences and examples of good practice on four VET related themes</li> </ul>	<ul style="list-style-type: none"> <li>Two and a half day workshop in Tunisia. 70 participants from key Tunisian Ministries, professional organisations, international donors, and Algeria &amp; Morocco.</li> <li>Report produced.</li> </ul>
SY	<i>Workshop on apprenticeship schemes in Syria</i>	<ul style="list-style-type: none"> <li>To support Syrian authorities in their efforts to introduce apprenticeship schemes by using examples of good practice from neighbouring and EU countries.</li> </ul>	<ul style="list-style-type: none"> <li>Three day workshop in Syria. 50 participants from key Syrian Ministries, Chambers of Commerce and Industry, enterprises, TEVT institutes, donor organisations and from neighbouring countries (Jordan, Lebanon, Palestinian Authority, Egypt).</li> <li>Report produced.</li> </ul>
MT	<i>Workshop on policy advice</i>	<ul style="list-style-type: none"> <li>Finalisation of the framework for vocational training reform in Malta by analysis and discussion of relevant issues, exchange of examples of best practice and identification of needs which arise from the pre-accession process.</li> </ul>	<ul style="list-style-type: none"> <li>Three-day workshop in Malta. 30-35 participants from the Ministries of Education, Social Policy, Employment Training Corporation, social partners and VET institutions.</li> <li>Report produced.</li> </ul>
SY	<i>Participation at UNESCO workshop on VET</i>	<ul style="list-style-type: none"> <li>To provide technical advice on European apprenticeship models to the Syrian authorities at a national workshop on the dual system organised in co-operation with UNESCO.</li> </ul>	<ul style="list-style-type: none"> <li>Syrian authorities exposed to different European models of apprenticeship as well as conditions for adapting them to the local context.</li> </ul>
DZ	<i>Algerian preparatory mission FNAC project</i>	<ul style="list-style-type: none"> <li>Following a request from the Commission, to launch a pilot activity in the Maghreb region, on appropriate mechanisms for financing of initial and continuing VET, with particular attention to the functioning of Algerian FNAC (Fonds National Algérien de Développement de l'Apprentissage et la Formation Continue) as a case study.</li> </ul>	<ul style="list-style-type: none"> <li>Preparatory activities for a full-scale project completed.</li> </ul>





The Foundation provided technical assistance to the European Commission for the implementation of the Tempus programme on the basis of two annual conventions (Tempus Phare and Tempus Tacis), agreed between the Commission and the Foundation. The technical assistance covered a range of project-related activities necessary for the successful implementation of the Tempus programme in the areas of selection, monitoring, publications, information and events.

### 3.1. Selection 1999-2000

#### A) Tempus Phare

Type of project	Applications received	Projects funded
<b>Joint European Projects</b> (deadline 29 January 1999)	462	149
<b>Individual Mobility Grants</b>		
Round 1 (deadline 12 March 1999)	222	75
East ⇒ West	207	71
West ⇒ East	15	4
Round 2 (Deadline 25 June 1999)	163	112
East ⇒ West	149	104
West ⇒ East	14	8

- **Joint European Projects:** a total of 462 applications was received, registered, copied and dispatched to National Tempus Offices and the Commission. Selection meetings, under the chairmanship of the Commission, were held in the partner countries enabling experts from the EU and Central and Eastern Europe to work together on site. The regional meeting, which was planned to take place in Tirana, was relocated to Turin due to the situation in the region at the time. The Commission's final decision was to fund 149 Joint European Projects, of which 2 were multi-country.
- **Individual Mobility Grants:** 385 IMG applications were processed during 1999, covering mobility both to and from partner countries. The total number of selected applications was 187 representing a success rate of 48.6%, an increase of 5% compared to 1998.

1999 was the last year in which the candidate countries were eligible to apply for Tempus funding. The projects selected in 1999 will run until the end of 2002.

## B) *Tempus Tacis*

Type of project	Applications received	Applications funded
<b>Joint European Projects</b> <i>(deadline 15/3/1999)</i>	145	33
<b>Compact Projects</b> <i>(deadline 15/3/1999)</i>	118	40
<b>TOTAL</b>	263	73

- **the 1999 call for applications** for Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Turkmenistan, Ukraine and Uzbekistan, resulted in a total of 145 JEP applications and 118 Compact Project applications. The technical assessment of the applications was organised and selection meetings, under the chairmanship of the Commission, held in Kiev and Turin. In total 73 projects were funded, consisting of 23 Joint European Projects, 10 Mobility Joint European Projects and 40 Compacts projects.

### 3.2. *Monitoring*

In addition to managing the selection procedure, one of the Foundation's key activities as part of its technical assistance to the Commission is the monitoring of ongoing and completed Tempus Joint European Projects, which have a duration of 2 or 3 years, from both a financial and content related perspective. Thus monitoring activities both in Tempus Phare and Tempus Tacis covered the usual main areas i.e. contract management, desk and field monitoring of current projects. Particularly important in 1999 was the support provided to the launching phase of the first Tempus Institution Building Joint European Projects started in December 1998.

### 3.3. *Tempus publications, information and events*

The third component of technical assistance provided relates to Tempus publications, the provision of information and the organisation of specific events as follows:

- publication of the Tempus Annual Report for 1997 and preparation of the draft 1998 Tempus Annual Report;
- project fiches on 16 successful Tempus Phare projects were produced for the Commission as a dissemination tool together with updates of Tempus Phare at Work and Tempus Tacis at Work;
- the new Tempus Guide for Applicants covering the introduction of Tempus III in 2000 – 2001 and 2001-2002 was published and made available by October on Internet; and visits to all EU and partner countries organised in the period

October – December, in the framework of the Tempus III Information Campaign;

- a Tempus conference “Perspectives for EU supported co-operation in higher education 2000-2006” was organised by the Foundation for the Commission in Kiev in April. This event coincided with the adoption of the third phase of Tempus, “Tempus III”. The conference proceedings are available in English, French, German and Russian on the Foundation’s web site [www.etf.eu.int](http://www.etf.eu.int).

**Table 5 – Tempus grants and technical assistance**

Commission Budget line reference	Description	Total grant	Overall commitment %	Overall disbursement	Overall disbursement %	End of convention	Extension of convention	Management
Tempus II Phare (convention)	Technical assistance 99	850,000	40.49%	201,270.86	23.68%	31.05.2000		Central
Tempus II Phare (grants)	Tempus Phare grants 99	32,383,498	100.00%	7,473,906.00	23.08%	31.12.2002		Central
Tempus II Phare (grants)	Tempus Phare grants 98	35,377,307	100.00%	19,238,399.00	54.38%	31.12.2001	under preparation	Central
Tempus II Phare (grants)	Tempus Phare grants 97	59,922,991	100.00%	42,346,531.00	70.67%	31.12.2000		Central
Tempus II Phare (grants)	Tempus Phare grants 96	67,394,850	100.00%	66,306,186.00	98.38%	31.12.1999		Central
<b>TOTAL</b>		<b>195,928,646</b>						

Commission Budget line reference	Description	Total grant	Overall commitment %	Overall disbursement	Overall disbursement %	End of convention	Extension of convention	Management
Tempus II Tacis (convention)	Technical assistance 99	675,000	53.82%	240,683.70	35.66%	31.05.2000		Central
Tempus II Tacis	Tempus Tacis grants 99	22,236,610	100.00%	9,153,423.00	41.16%	31.12.2002		Central
Tempus II Tacis	Tempus Tacis grants 98	15,068,860	100.00%	8,236,729.00	54.66%	31.12.2001	under preparation	Central
Tempus II Tacis	Tempus Tacis grants 97	20,468,516	100.00%	17,258,590.00	84.32%	31.12.2000		Central
Tempus II Tacis	Tempus Tacis grants 96	22,996,712	100.00%	22,968,901.41	99.88%	31.12.1999		Central
<b>TOTAL</b>		<b>81,445,698</b>						

Please note that Total grant amounts for Tempus grants are only estimations as the amount can vary according to the European Commission decision.

### 4.1. CEDEFOP

The Foundation stepped up its co-operation with *CEDEFOP* in 1999. It benefited from *CEDEFOP*'S contribution to a number of Work Programme projects, such as Teacher Training, Integration of Work and Learning, Transparency of Qualifications and Social Partnership. The Foundation has also provided support for a number of initiatives led by *CEDEFOP* in particular to the extension of *CEDEFOP*'S own activities to the partner countries of Central and Eastern Europe. Examples of this approach in 1999 were the Scenario Project which was extended to include five of the Candidate Countries, and the inclusion of a chapter on vocational training research in Central and Eastern Europe in the *CEDEFOP* Joint Research Report. Agreement was also reached with *CEDEFOP* on joint publication and joint development of information technology support, including through the Internet.

### 4.2. Other EU Agencies

The Foundation was also involved with two other EU agencies on two projects financed under the Phare Distance Training Programme. These were the Health and Safety at Work project involving the *European Agency for Safety and Health at Work* in Bilbao, and the Water Management project in co-operation with the *European Environment Agency* in Copenhagen

### 4.3. Common support service

1999 saw the first year of operation for the Inter-Agency SI2 Common Support Service, a function set-up by seven EU agencies<sup>7</sup> to create and implement a shared support and development structure for new computerised Budget and General Accounting Systems. A Support Centre was set up and managed at Turin under the supervision of the Foundation's Computer Systems Department involving the installation of the Commission's SI2 budget accounting system at each agency site. Subsequently, a web-based support and knowledge base (<http://www.etf.eu.int/css>) was put in place to manage requests for support and maintenance. The Support Centre also further developed the SI2 software in

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7 European Training Foundation (Turin), European Environment Agency (Copenhagen), European Agency for Safety and Health at Work (Bilbao) European Translation Centre for the Bodies of the European Union (Luxembourg), European Monitoring Centre for Drugs and Drug Addiction (Lisbon), Community Plant Variety Office (Angers), European Foundation for the Improvement of Living and Working Conditions (Dublin).

the directions of general accounting (SI2X), financial reporting (SI2R) and electronic document management. The Turin pilot site succeeded in designing a paperless system for financial transactions which is inspected and validated by a remote financial control function electronically. The Economic and Social Committee and the Committee of the Regions joined the consortium in November 1999, proof of the success of this collaborative approach. The Foundation provided the secretariat, chairmanship and financial management for this initiative.

### 5.1. Funding sources

The Foundation manages funding from the European Union's different assistance programmes:

- ▶ An annual subvention from the European Community budget to cover its administrative costs as well as the cost of operations in the annual work programme (in 1999 the subvention amounted to € 16.2 million compared to € 15.4 million in 1998);
- ▶ Funds via conventions signed with the European Commission for the management of Phare and Tacis programmes on behalf of the Commission. In 1999 the Foundation handled around € 53 million in Phare and Tacis convention funds for vocational education and training projects (see table 7 for further details). With regard to the technical assistance it provides to the Commission for Tempus, the Foundation managed around € 195 million<sup>8</sup> in Tempus Phare funds and € 81 million in Tempus Tacis funds (see table 5 for breakdown).

### 5.2. 1999 budget execution

In the course of the year a number of transfers within the budget became necessary for the following main reasons:

- The estimates made for salaries and for a number of allowances were too tightly calculated. In particular, the number of staff leaving the Foundation was higher than anticipated leading to increased expenditure on removal allowances which are particularly difficult to calculate.
- The annual salary increase, to be paid retroactively from July – December 1999, was higher than estimated.
- The savings, made during the course of the year within Chapter 30 of the budget, enabled the Foundation to increase its operations in a number of areas considered to be a priority in Chapter 31 or to enhance existing projects.

The Governing Board approved two amending budgets in 1999. The transfers concerned:

- Shifts in administrative expenditure in Titles 1 and 2; and
- Enhancement of operational activities in Title 3.

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<sup>8</sup> Note that these sums refer to the total amounts of multi-annual projects.

The table below shows the state of execution of the budget (in €) at 31 December 1999:

	1999 budget	Committed	Paid	Automatic carry-over	Total expenses	%
Title 1	10,191,721	10,187,800	10,022,699	165,101	10,187,800	99.96%
Title 2	1,370,779	1,354,533	896,505	458,027	1,354,532	98.81%
Title 3	4,637,500	4,625,471	2,333,783	2,291,688	4,625,471	99.74%
<i>TOTAL</i>	16,200,000	16,179,804	13,252,987	2,914,816	16,167,803	99.80%

### 5.3. Activity based budgeting 1999

1999 also saw the introduction of activity-based budgeting allowing the Foundation for the first time to demonstrate the link between resources and activities. Table 6 below shows the overall cost of the Foundation 's activities in staff terms as well as the proportion of the budget involved.



**Table 6**

ACTIVITY	Statutory staff	BUDGETARY RESOURCES				NON BUDGETARY RESOURCES			
		Staff costs (€)	Administration & infrastructure (€)	Operational costs (missions included) (€)	TOTAL BUDGET (source ETF) (€)	Conventions (€)	Tempus (€)	Donors cooperation (€)	TOTAL NON BUDGETARY (€)
		(Title 1)	(Title 2)	(Title 3)	(Title 1+2+3)				
Administrative support	24.9	1,905,250		29,150	1,934,400				
Organisational support	13.5	983,350		514,589	1,497,939				
Candidate countries	16.2	1,296,000		1,797,764	3,093,764	13,380,801			13,380,801
South-Eastern Europe	13.2	1,050,200		409,413	1,459,613	4,291,373			4,291,373
Russian Federation, Moldova, Belarus, Ukraine	8.9	721,000		710,194	1,431,194	3,100,000		600,000	3,700,000
Caucasus, Central Asia, Mongolia	8.7	670,360		715,289	1,385,649	250,000			250,000
MEDA	7.4	621,102		312,960	934,062				0
Tempus	27.9	2,185,800		95,000	2,280,800		80,910,927		80,910,927
Transversal activities	3.4	271,000		540,800	811,800				
<b>TOTAL</b>	<b>124.3</b>	<b>9,704,062</b>	<b>1,370,779</b>	<b>5,125,159</b>	<b>16,200,000</b>	<b>21,022,174</b>	<b>80,910,927</b>	<b>600,000</b>	<b>102,533,101</b>

**Table 7 – Phare and Tacis vocational education and training conventions (Situation as of 15/12/99)**

Commission budget line reference	Country	Commission contract number	Description	Total grant	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension for final audit & evaluation	Management
BG-95.06	Bulgaria	96-0411	VET Education Reform	9,000,000	99.27%	31.12.1998	8,144,222.42	89.84%	31.12.1999	30.06.2000	Decentralised
BH-97.02*	Bosnia	98-0020	Vet programme	3,500,000	97.09%	31.12.1999	1,958,817.00	55.97%	30.06.2000	31.12.2000	Centralised
ES-95.02.02	Estonia	95-1299	Institutional & Hum. Res. Develop. (Educ.)	1,700,000	98.42%	31.12.1998	1,599,866.36	94.11%	31.12.1999	30.06.2000	Mixed
ES-96.12.01	Estonia	96-0965	Higher Education & Science reform	1,600,000	99.19%	31.12.1998	1,595,920.00	98.97%	31.12.1999	30.06.2000	Decentralised
ES-96.12.02	Estonia	96-0852	Information Systems in Education Progr.	600,000	100.00%	31.12.1998	595,000.00	99.17%	31.12.1999	30.06.2000	Decentralised
ES-96.22.02.01*	Estonia	97-0406	Information Systems in Education Progr.	1,700,000	91.27%	31.12.1999	632,558.00	37.21%	31.12.2000	30.06.2001	Decentralised
ES-96.22.02.02*	Estonia	97-0407	Higher Education & Science reform	600,000	69.31%	31.12.1999	315,024.00	52.50%	31.12.2000	30.06.2001	Decentralised
LE-95.02.06	Latvia	95-1300	Institutional & Hum. Res. Develop. (Business)	1,000,000	96.96%	31.12.1998	968,583.52	96.34%	31.12.1999	30.06.2000	Mixed
LE-96.09.01	Latvia	96-1291	Higher Vocational Education Reform	1,500,000	97.68%	31.12.1998	1,236,052.00	82.40%	31.12.1999	30.06.2000	Decentralised
LE-97.03.01.01*	Latvia	98-0053	VET Reform Programme	1,500,000	62.35%	31.10.1999	252,514.00	16.83%	31.12.2000	30.06.2001	Decentralised
LI-97.03.02.03	Lithuania	98-0441	Management Training	600,000	94.95%	31.12.1999	184,850.00	30.81%	31.12.2000	30.06.2001	Centralised
LI-97.04.01.02*	Lithuania	98-0035	VET Reform Programme	1,000,000	88.59%	31.12.1999	310,662.65	31.07%	31.12.2000	30.06.2001	Decentralised
MA-97.03*	FYR	98-0026	Integrated VET FYR	2,800,000	75.90%	31.12.1999	978,929.74	34.96%	31.12.2000	30.06.2001	Centralised
RO-97.01.04.01*	Romania	98-0121	Human Resources Development Progr.	3,000,000	98.92%	31.12.1999	669,000.00	22.30%	31.12.2000	30.06.2001	Decentralised
ZZ-95.07	Multi-Country	96-0726	Distance Educ. Progr.	5,000,000	99.99%	31.12.1998	4,696,290.59	91.32%	31.12.1999	30.06.2000	Centralised
ZZ-96.17*	Multi-Country	97-0511	Distance Educ. Progr.	5,000,000	98.42%	31.12.1998	4,308,838.43	85.60%	31.12.1999	30.06.2000	Centralised
ZZ-97.19 (B-5000)*	Multi-Country	98-0356	Special Preparatory Progr. on Structural Funds	2,099,900	80.88%	31.12.1999	549,505.88	26.17%	31.12.2000	30.06.2001	Centralised
ZZ-97.27.01*	Multi-Country	98-0060	Cooperation in Higher Education	1,300,000	98.00%	31.10.1999	517,017.85	39.77%	31.10.2000	30.04.2001	Centralised
ZZ-97.27.02*	Multi-Country	98-0061	Cooperation in Distance Education	1,000,000	96.39%	31.10.1999	627,676.60	62.77%	31.10.2000	30.04.2001	Centralised
<b>TOTAL</b>				<b>44,499,900</b>			<b>30,141,329.04</b>				

PHARE

Commission budget line reference	Country	Commission contract number	Description	Total grant	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	End of convention	Management
DELPHI*	Russia	98-0320	Development of Educational Links and Professional & Higher Education Initiatives	6,000,000	98.32%	16.11.2001	1,523,466.60	25.39%	16.11.2001	Centralised
MO-97010301*	Moldovia	97-0454	Reform of the Moldovan System of Education & Training	1,500,000	100.00%	29.02.2000	770,049.20	51.34%	29.02.2001	Centralised
Bistrot Contract	Russia	BIS/99/092/005	Addressing the Training Needs of the Managers in the Russian Managers' Training Programme	99,942	86.59%	24.03.2000	21,036.00	21.05%	24.03.2000	Centralised
EDUZ 9803*	Uzbekistan	EDUZ 9803	Assistance to the Reform of Vocational Education in Uzbekistan	1,000,000	99.88%	30.06.2001		0.00%	30.06.2001	Centralised
<b>TOTAL</b>				<b>8,500,000</b>			<b>2,293,515.80</b>			

\* ETF Project Management



## Temporary agents

**Table A:** The number of temporary agents in post by category and nationality on 31 December 1999

Nationality/ Category	A	B	C	Total
Austria	2	1	1	4
Belgium	3	6	6	15
Denmark	1	-	1	2
Finland	1	1	1	3
France	6	6	2	14
Germany	9	2	2	13
Greece	2	1	-	3
Ireland	1	5	-	6
Italy	8	7	5	20
Luxembourg	-	-	1	1
Netherlands	7	3	-	10
Portugal	-	-	1	1
Spain	2	1	-	3
Sweden	-	1	1	2
United Kingdom	11	8	4	23
<b>TOTAL</b>	<b>53</b>	<b>42</b>	<b>25</b>	<b>120</b>

**Table B:** Change in staffing profile in 1999

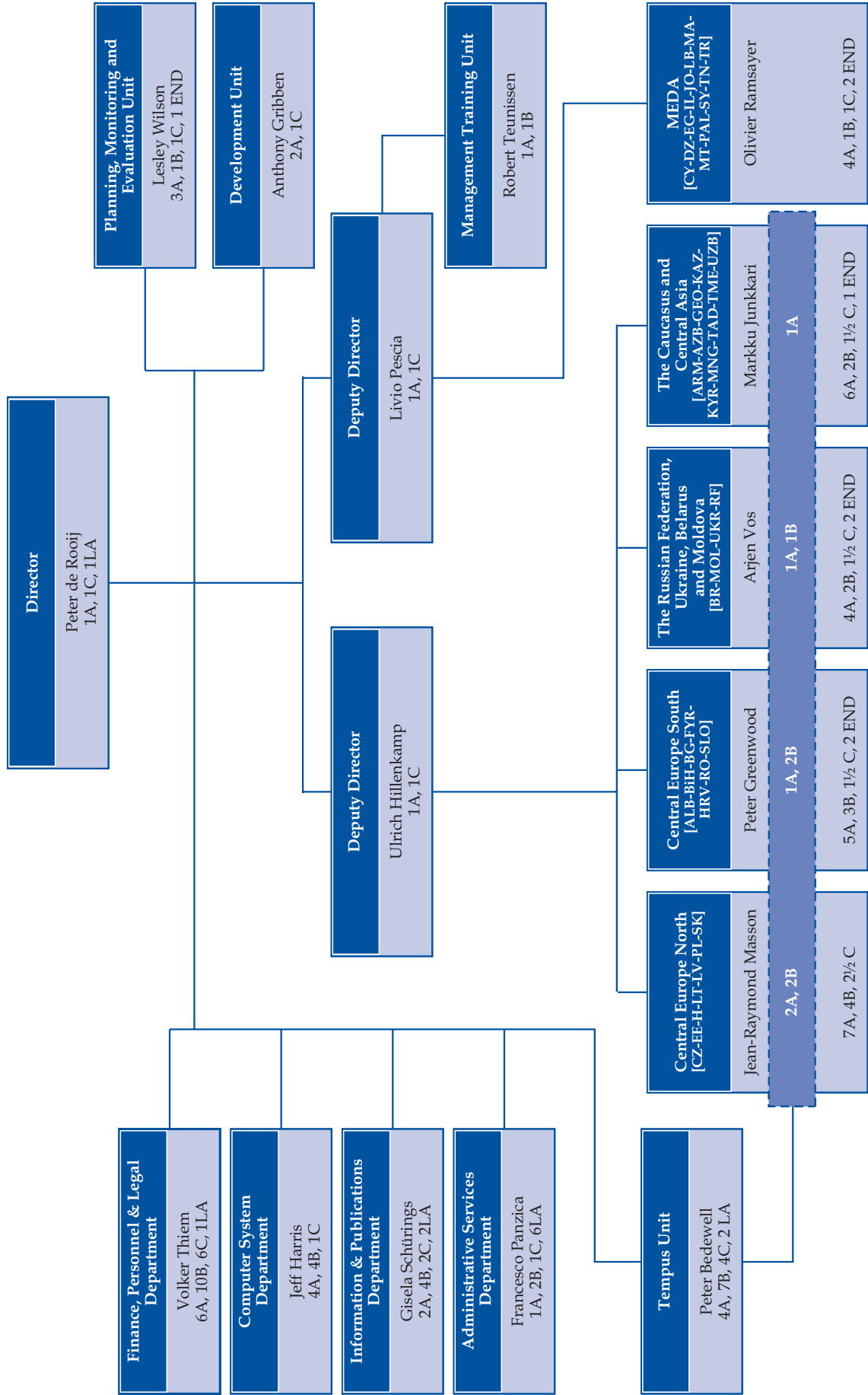
Grade	Situation on 01/01/99	Departure	Recruitment	Change of grade	Total
A	53	-7	+7	-	53
B	40	-4	+6	-	42
C	23	-3	+5	-	25
<b>TOTAL</b>	<b>116</b>	<b>-14</b>	<b>+18</b>		<b>120</b>

*Table C: The number and type of other staff employed in the Foundation at the end of 1999*

Auxiliary agents	4
Local agents	12
National Experts on secondment	5

# Organigramme of the European Training Foundation

December 1999







The Board met twice in 1999, on 9 March and on 8-9 November.

At the March meeting the Governing Board:

- decided to renew the Director's contract for a second term of five years;
- took note of a progress report by the Director on the activities of the Foundation;
- gave its discharge to the Director for the 1997 accounts and took note of the preliminary figures for 1998 expenditure;
- adopted the 1999 budget and the draft 2000 budget both for an amount of € 16.2 million; and
- approved the 1999 work programme of the Foundation as well as a paper on the development of the Advisory Forum.

The Governing Board meeting on 9 November was attended also by representatives of the candidate countries in the context of the pre-accession strategy to involve the candidate countries in the work of EU agencies and programmes. The meeting was preceded by an informal seminar (also involving the candidate countries) devoted to discussing progress in implementing vocational education and training reforms in the candidate countries.

At its meeting on 9 November Board members:

- took note of the Director's progress report;
- held a first discussion on the strategic development of the Foundation;
- examined the implications for the 2000 work programme of the progress report on vocational training reform in the candidate countries;
- took note of a paper by the Foundation on its role in the socio-economic reconstruction of South Eastern Europe as well as a paper on the further development of the Advisory Forum; and
- approved a second amending budget for 1999.

### List of Governing Board members

<b>Chairman:</b>	<b>Domenico Lenarduzzi</b> , Deputy Director General for Education and Culture, European Commission
<b>Members:</b>	
Austria	<b>Mr Wolfgang Lentsch</b> , Director General, Federal Ministry of Economic Affairs
Belgium	<b>Ms Micheline Scheys</b> , Head of Department of Policy Co-ordination, Ministry of Flemish Community
Denmark	<b>Mr Kaj Holbraad</b> , Senior Counsellor, Ministry of Education
Finland	<b>Mr Timo Lankinen</b> , Government Counsellor, Ministry of Education
France	<b>Mr Jacques Maire</b> , Delegate, Ministry of Employment and Solidarity
Germany	<b>Dr Hermann Müller-Solger</b> , Head of Unit, Federal Ministry of Education, Research and Technology (BNBF)
Greece	<b>Mr Gerassimos G. Sapountzoglou</b> , President, Organisation for Vocational Education and Training (OEEK)
Ireland	<b>Mr Eugene Forde</b> , Principal Officer, Department of Enterprise, Trade and Employment Labour Force Development Division
Italy	<b>Mr Gianpaolo Scarante</b> , Co-ordinator of PECO, Ministry of Foreign Affairs
Luxembourg	<b>Prof Gilbert Engel</b> , Ministry of Education and Vocational Training
Netherlands	<b>Mr Arie Ijzerman</b> , Deputy Director of International Policy, Ministry of Education, Culture and Sciences
Portugal	<b>Mr Francisco Caneira Madelino</b> , Institute of Employment of Vocational Training
Spain	<b>Ms María José Muniozguren Lazcano</b> , Technical Advisor to the Sub-director, Ministry of Education and Culture
Sweden	<b>Mr Dan Fagerlund</b> , Senior Adviser, Ministry of Education and Science, National Agency of Education
United Kingdom	<b>Mr Gordon Pursglove</b> , Department for Education and Employment, EC Education and Training Division
European Commission	<b>Ms Catherine Day</b> , Deputy Director General for External Relations

## 1999 FOUNDATION EVENTS LIST

## Annex 3

Event	Place	Organiser
<i>JANUARY</i>		
SPP conference	Prague, Czech Republic	ETF
SPP conference	Sophia, Bulgaria	ETF
SPP conference	Warsaw, Poland	ETF
National Observatories project: Key Indicators Training Workshop	Chisinau, Moldova	National Observatory
National Observatories Project, National Workshop Georgia	Tbilisi, Georgia	National Observatory
National Observatories project: National Workshop Turkmenistan	Ashgabat, Turkmenistan	National Observatory
SME Environmental Management Meeting	Turin, Italy	ETF
Conference on: 'Support to VET reforms: Introduction to a European Structural Funds approach	Lisbon, Portugal	ETF
Conference to evaluate Phare VET reform programme	Bratislava, Slovak Republic	
<i>FEBRUARY</i>		
Presentation on Euro by Mr. Pastor DG IX	Turin, Italy	ETF
Education for the development of the Mediterranean Area	Napoli, Italy	Ministry of Public Instruction
Launch Meeting – DELPHI project	Moscow, RF	Bocconi University
Presentation by Mr. Eric Esnault OECD	Turin, Italy	ETF
Seminar for the preparation of background studies for the EPR's	Slovak Republic	ETF
MEDA EU Delegation meeting	Turin, Italy	ETF
Seminar "Reform of the Moldovan VET System"	Chisinau, Moldova	ETF
Inter-Agency SI2 Support & Service Steering Committee	Turin, Italy	ETF
Employment policy review workshops: Statistics	Slovak Republic	

Event	Place	Organiser
SPP:ESF study visits of 3 officials from candidate countries to 2 Member States (7 days each)	Member States	
Steering committee meeting (ETUC, UNICE, Bilbao Agency, ETF) for candidate country distance training on Public Procurement Directive.	Brussels, Belgium	
Steering committee meeting: (Copenhagen agency, ETF) for candidate county distance training on EU Water Framework Directive	Brussels, Belgium	
<b>MARCH</b>		
Presentation from Mr Hans Blankestijn "Relation between the needs for competencies with the content of training programmes"	Turin, Italy	ETF
Pilot Project - St. Petersburg Workshop on Social Partners	St Petersburg, RF	ETF
Governing Board Meeting	Turin, Italy	ETF
Sub-group A: "VET against social exclusion"	Kyrgystan	ETF
National Observatories Project Key Indicators Workshop	Yerevan, Armenia	National Observatory
National Observatories Project Donor Cooperation Meeting	Moscow, RF	National Observatory
National Observatories Project Key Indicators Workshop	Tbilisi, Georgia	National Observatory
National Observatories project: Donor cooperation meeting	Kiev, Ukraine	National Observatory
Sub-group C: "Impact of the LM on standards"	FYROM	ETF
National Observatories Project Meeting of all National Observatory Team Leaders	Turin, Italy	ETF
Sub-group B: "The role of Training & retraining in regions"	Paris	ETF
Sub-group D: "Teacher & trainer training"	Romania	ETF
Evaluation of Activities in Management Training in the NIS: Workshop to present results of the project	UK	ETF
<b>APRIL</b>		
Seminar for the preparation of background studies for the EPR's	Poland	ETF
Pilot Project - St. Petersburg Workshop on Labour Market Assessment for National Observatory Network	St Petersburg, RF	ETF

Event	Place	Organiser
Workshop and training seminar for 40 Phare distance learning centres, 11 National Contact Points and 27 distance learning course module contractors on business planning and ODL methodologies	Budapest, Hungary	ETF
OECD Sector Review in Estonia	Tallinn, Estonia	OECD/Estonian Ministry of Education
Tempus Conference	Kiev, Ukraine	ETF
Working Group "Education and Training Statistics"	Luxembourg	Eurostat
Meeting of the Task Force for "Educational Co-operation for Peace, Stability and Democracy in Southeast Europe"	Vienna, Austria	Task Force
2nd World Conference of UNESCO on TVE	Seoul, Korea	UNESCO
SPP:ESF: Phase 1 round-up conference	Brussels, Belgium	SPP team
<b>MAY</b>		
Phare meeting: "Labour market and continuing training policies in the transformation context"	Dresden, Germany	Ministry of Education Germany (BMBF), ETF
Validation conference - ETF Regional Studies Pilot Project	Budapest, Hungary	MGU
International conference on Career guidance	Bled, Slovenia	National Observatory / ETF
Employment Observatory Workshop	Vienna, Austria	ETF
Workshop on Continuing Training	Mainz, Germany	Ministry of Education Germany (BMBF), ETF
Pilot Project - St Petersburg Workshop on Teaching Methods & Development of Teaching Materials	St Petersburg, RF	ETF
National Observatories Project National Workshop Azerbaijan	Baku, Azerbaijan	National Observatory
Conference: "Reform of content of Vocational Education"	Moscow, RF	Russian Ministry of General and Professional Education and British Council

Event	Place	Organiser
CAMAN International Conference on Management Training in Kazakhstan	Almaty, Kazakhstan	Central Asian Foundation for Management Development
Multimedia in Initial and Continuing Vocational Education and Training	Munich, Germany	Ministry of Education Germany (BMBF), ETF
SPP:ESF: country-based supplementary seminars for govt. officials	10 candidate countries	SPP team
<b>JUNE</b>		
SPP:ESF: national awareness-raising conferences for central, regional & local governmental civil servants, together with social partners	10 candidate countries	SPP team
Working meeting on the 2nd report on European VET research	Thessaloniki, Greece	CEDEFOP/ETF
National Observatories Project Key Indicators Workshop	Moscow, RF	National Observatory
Expert meeting on best practice in business incubations	Geneva, Switzerland	United Nations
Working Group "Continuing Vocational Training Survey (CVTS2)"	Luxembourg	CEDEFOP
CEEMAN Conference releasing the findings of the survey on management training needs of enterprises in CEE at the achieved stage of transition	Moscow, Russian Federation	CEEMAN, ETF, RABE
Open technical session on SI2 upgrade to v.1,2,2 and related technical issues on SI2 Support & Maintenance	Turin, Italy	ETF
Brussels conference: Conclusions first phase SPP training programme	Brussels, Belgium	SPP team
Entrepreneurship - an objective for education in Europe	Stuttgart, Germany	Bundesministerium für Bildung und Forschung
Meeting of Tacis CU Human Resources Development Officers "Role of Vocational Education and Training in transforming societies and economics"	Turin, Italy	ETF
Conference on internationalising Entrepreneurship Education and Training	Sofia, Bulgaria	Bulgarian Association for Management Development and Entrepreneurship

Event	Place	Organiser
National Observatories Project Key Indicators Workshop	Bishkek, Kyrgistan	National Observatory
Chairs & Experts meeting (second)	Turin, Italy	ETF
Vocational Training as an instrument to combat unemployment: implications for candidate countries of Central/Eastern Europe	Turin, Italy	Committee of the Region/ Regione Piemonte/ETF
Budapest Education Ministers Conference	Budapest, Hungary	BMBF
Transition from initial vocational training into stable employment	Frankfurt, Germany	Bundesanstalt für Arbeit, European Commission
9th ETUC Statutory Congress	Helsinki, Finland	CES ETUC EGB DEFS
Standards Development Project: Start-up meeting (Phase II of pilot project (see WP 99))	Kiev, Ukraine	ETF
<b>JULY</b>		
National workshop on the dual system application in TVET – Syria	Damascus, Syria	UNESCO
Phare National Observatory Meeting	Turin, Italy	ETF
Meeting of the new Advisory Forum members from the MEDA partners	Turin, Italy	ETF
MEDA country reports preparatory meeting for Turkey, Algeria, Lebanon and Jordan	Turin, Italy	ETF
Steering committee meeting (representatives of Education Ministries of 13 Phare countries) for the Phare Multi-Country Programme in Higher Education	Bucharest, Romania	ETF
<b>SEPTEMBER</b>		
Advisory Forum Plenary Meeting	Turin, Italy	ETF
Preparatory meeting for conference on stability agreement for South Eastern Europe	Brussels, Belgium	Social & Economic Committee
“Journée de réflexion” on training in the candidate countries	Oxford, UK	Commission/ TAIEX
Civil society and VET. The role of Democratic Citizenship and Diversity of Education in Vocational Education and Training	Mavrovo, FYROM	ETF, ARO
4th meeting of Steering group for SI2	Turin, Italy	ETF, CSD/FPLD

Event	Place	Organiser
Phare Multi-Country Programme in Higher Education: Dissemination workshop	Sinaia, Romania	ETF
Final conference on "Upgrading Vocational Education and Training" Project	Sofia	Ministry of Education and Science
ETUC Education Council	Blankenberge, Belgium	ETUCO/AFETT
Meeting of the Directors General for Vocational Training	Rovaniemi, Finland	Commission/Finnish Presidency
<b>OCTOBER</b>		
Task Force Meeting	Brussels, Belgium	Task Force South East Europe
Pilot Project - St Petersburg Social Partners Seminar	St Petersburg, RF	ETF
Pilot Project - St Petersburg Staff development programme Kick-off seminar	St Petersburg, RF	ETF
European Diversity and Integration: Implications for Management Development	Budapest, Hungary	CEEMAN
Meeting organised jointly by Cedefop and ETF about the joint project on social dialogue in vocational training	Thessaloniki, Greece	CEDEFOP, ETF
Drafting Group Meeting & 'Back to Europe' Conference	Sofia	ETF
Seminar on Canada-EU Transatlantic Relations: Circumpolar Cooperation and Northern Dimension	Ottawa, Canada	EU-Delegation
International workshop on education in Palestine	Ramallah, Palestinian Authority	Ministry of Education
SPP:ESF: 20 x local events (2 per candidate country).	10 candidate countries	SPP team
National Conference on the European Social Fund	Warsaw, Poland	Ministry of Labour and Social Policy
Standards Development Project: Start Conference	Kiev	ETF
Final Conference and Steering Committee meeting (representatives of Education Ministries of 13 Phare countries) for the Phare Multi-Country Programme in Distance Learning.	Budapest, Hungary	ETF
Pilot Project - St Petersburg Seminar on Results of Sectoral Labour Market Surveys	St Petersburg, RF	ETF



Event	Place	Organiser
Workshop on apprenticeship schemes models adapted to the MEDA region	Damascus, Syria	ETF
Workshop on Standards	Moscow, RF	ETF
SPP National Seminar	Hungary	ETF
Regional Observatory – Key Indicators Seminar	St Petersburg, RF	ETF
<b>NOVEMBER</b>		
Governing Board Meeting	Brussels, Belgium	ETF
Project “Analysis of Managers’ Training Needs” Final Conference	Moscow, RF	ETF
Educational cooperation for Peace, Stability and democracy in Southeast Europe within the frame of the “Graz-Process”	Sofia	Kultur Kontakt, Balkans Colleges Foundation, ETF
Education for democratic citizenship and Social cohesion	Strasbourg, France	Council of Europe
Final conference of the Tacis/ETF Bistro project	Novosibirsk, RF	Federal Commission of Management Training of the Russian Federation/ETF
Conference on new challenges in the cooperation between VET and working life	Tampere, Finland	Finnish Presidency/ETF
National Training Institutions seminar for SPP	Turin, Italy	ETF
SPP National Seminar	Estonia	ETF
Launching seminar on BISTRO pilot project	Novgorod, RF	Tacis/ETF
Second Working Group Meeting on the legislation of the Russian Federation on “initial professional education” and on “secondary professional education”	Paris, France	Council of Europe
PMU meeting and Phare National Observatories meeting in Finland	Tampere, Finland	ETF
VET research in NIS countries	Moscow, RF	ETF
Regional workshop on reform of VET systems	Tunis, Tunisia	ETF
Follow-up of MEDA Ministry of Education Forum	Naples, Italy	Ministry of Education

Event	Place	Organiser
Workshop to study the extension of 'Assessing Management Training Needs' to Hungary, Ukraine, Lithuania and Latvia with CEEC, Ukraine and Baltic experts	Turin, Italy	CEEMAN/ETF
Experts meeting with the authors of 'Assessing Management Training Needs'. Plenary session with ETF representatives	Turin, Italy	ETF
<i>DECEMBER</i>		
Informal conference of Ministers of Education from South East Europe	Strasbourg, France	Council of Europe
VET research, demands and possibilities of training at the turn of the Millennium	Budapest, Hungary	NIVE/ETF
VET reform policy advice workshop	La Valletta, Malta	ETF
SPP:ESF: final feedback meeting of facilitators & Commission officials	Brussels, Belgium	SPP team
National Workshop Armenia	Tsakhkadzor, Armenia	National Observatory
Legal policy advice workshop	Tsakhkadzor, Armenia	National Observatory

**General Publications*****The European Training Foundation Work Programme 2000-2002***

Summary of the Foundation's work in the year to come. (EN/FR/DE/ES/IT/RU)

***The European Training Foundation Annual Report 1998***

Reports on the Foundation's activities and achievements for 1995, 1996, 1997 and 1998. (DA/DE/EN/ES/FI/FR/GR/IT/NL/PT/SV)

***ETFacts***

The European Training Foundation's thrice yearly newsletter containing articles on current developments in vocational education and training in the partner countries. The newsletter is (EN/FR/DE/RU).

***National Observatories Brochure***

Folder providing brief information about the National Observatories Network in Central and Eastern Europe, the New Independent States and Mongolia. (EN/FR/DE/RU)

***The European Training Foundation - Challenges ahead***

A set of four information leaflets outlining the Foundation's current and work within its partner countries. (DE/EN/FR/IT)

***Report on social exclusion - 1999***

Follow-up report to the Round Table discussion held on social exclusion that took place in Bohinj, Slovenia, at the end of 1998. It argues that Central and Eastern European countries need to pay more attention to developing and strengthening policies that support disadvantaged groups (such as the young and low-skilled unemployed, minority groups and low-skilled adult workers) in their efforts to combat social exclusion.

***Developments of Standards in Vocational Education and Training - Volume 1 (second edition) and 2***

Part of an on-going project on the role of standards in vocational training launched by the European Training Foundation in the framework of the Advisory Forum. (EN/RU)

***Advisory Forum Subgroup Final Reports - 1999***

The reports from THREE of the Advisory Forum's subgroups cover:

- Training against social exclusion for young people,
- The role of training and retraining in the regions, and
- Teacher and trainer training.

(EN/RU)

***Third Workshop on Curriculum Innovation (Teacher and Trainer Training)***

This report highlights the changing identities of schools and vocational institutions along with the changing role of teachers and trainers and is based on the findings of a European Training Foundation three day workshop entitled "Changing Roles of Teachers and Trainers - Changing Identities of Schools and Vocational Institutions" that was held in Budapest in 1998. (EN only)

***Assessing management training needs (BG, PL, RF, SLO + RO)***

(EN only) A series of reports that have been prepared as an integral part of an international research project on the assessment of management training needs in these countries. The project has been implemented by the Central and Eastern European Management Development Association (CEEMAN) and was sponsored by the European Training Foundation.

***Tertiary Professional and Vocational Education in Central and Eastern Europe (produced in collaboration with the Council of Europe) - 1998***

This study aims to explore the educational opportunities provided beyond secondary education in central and eastern European countries which emerged both in efforts to upgrade and raise the quality of vocational education and to establish alternatives to university programmes. (EN/RU)

***Central and Eastern Europe******Cross Country Analysis of Continuing Vocational Training - 1999***

The report analyses the most important challenges facing the Central and Eastern European Countries in the field of continuing vocational training. It also includes a report on each country and guidelines for Phare programme implementation in the candidate countries for 2000-2006. (EN only)

***Reshaping the Focus of Vocational Teacher and Trainer Training***

This report provides a comparative analysis of the current situation in teacher and trainer training in Central and Eastern Europe and contains a series of recommendations for its future. (EN only)

***A Cross Country Analysis of Curricular Reform in Vocational Education and Training in Central and Eastern Europe***

The document on curriculum reform is based on a series of individual candidate country case studies deriving from brief evaluation visits to each country and the analysis of a detailed questionnaire. (EN only)

***12 Phare country Factsheets***

A series of factsheets in English providing general information country by country on vocational education and training systems as well as programmes, projects and legislation. (EN/DE/FR)

***Professional Qualifications - Cross Country Report on the state of play of regulated professions in Central and Eastern Europe***

This report is designed to strengthen the awareness and capacity of the candidate countries to address the approximation issues in the area of mutual recognition of professional qualifications as well as to facilitate communication and the exchange of information concerning regulated professions between EU and candidate countries. (EN only)

***Regional Development Report (CZ, H, PL, SLO)***

The European Training Foundation commissioned the National Observatories of the Czech Republic, Hungary, Poland and Slovenia to undertake studies of the vocational education and training system in selected regions. The overall objectives were to prepare for further support measures to the regions in terms of training and to familiarise the countries' key players in vocational education and training with the European Social Fund's (ESF) objectives and measures. Each study report contains detailed analyses of present vocational education and training structures and situation and would also make recommendations for improvement measures for the vocational education and training system in the context of ESF guidelines and procedures. (EN only)

***Proceedings of the Conference on vocational education and training as an instrument to combat unemployment- 1999***

This document outlines the main conclusions of the conference that took place in June 1999. It includes an assessment of the benefits of regionalising vocational education and training provision. (EN only)

***Key Indicators - Vocational Education and Training in Central and Eastern Europe - 1999***

Statistical information on the vocational education and training systems of 10 countries: ALB/BG/CZ/EE/H/LV/ LT/PL/RO/SLO (EN/RU)

***Transition, Reconstruction and Stability in South-Eastern Europe - 1999***

A full analysis of the role vocational education and training can play in the stability and reconstruction process in the Balkans. (EN only)

***Background Studies on the employment and labour markets in Bulgaria, Czech Republic, Hungary, Estonia and Romania (1999-2000).***

These first five Studies (the remaining are to be published shortly), compiled by the European Training Foundation with support from the European Commission, provide some of the most up-to-date information and analysis on the current state of labour markets in the EU candidate countries. They also provide a comprehensive assessment as to the readiness of the current candidate countries to participate in the EU single market in the fields of employment and training. (EN only)

***Flyer on Integration of work and learning project***

A brief outline of this Foundation project which has been designed to encourage cooperation in the field of vocational education and training institutions and companies. (EN/DE/FR)

***Factsheet on vocational education and training reforms in the Phare and Tacis Regions***

Brief text outlining the main achievements in the field of vocational education and training reform over the last few years, current challenges, key facts on training developments in this region and outline of EU support through the Phare Programme. (EN/DE/FR)

***Factsheet on Special Preparatory Programme for the European Social Fund***

A brief rundown of the European Training Foundation's contribution to candidate country preparations for administering the European Social Fund. (EN/DE/FR)

***Two Composite reports on the Special Preparatory Programme for the European Social Fund***

These two reports provide information on the Foundation's work under its special preparatory programme, issues raised, and main findings. (EN only)

***New Independent States and Mongolia******Tacis Key Indicators***

Following the publication of the Key Indicators report for the Phare countries, the European Training Foundation has now published a similar report for the Tacis countries. The report provides an overview of educational attainment levels, the role of vocational education and training in education systems of the Tacis countries and a set of details statistics in certain key areas. (EN/RU)

***10 Tacis country Factsheets***

A series of factsheets in English providing general information country by country on vocational education and training systems as well as programmes, projects and legislation. (EN/DE/FR)

***National Observatory Report on Vocational Education and Training - Georgia***

The report provides a detailed global analysis of vocational education and training policy in Georgia as well as an assessment of Georgia's future needs in this area. TME, UZB (EN only)

***Management Handbook for Tacis National Observatories Network***

This function of this publication is improve project management and fund raising skills within the Tacis National Observatories. (EN only)

***Two Perspectives on reforming the regional system of vocational education (North-West Russia pilot project)***

Based on the experience of the North-West Russia Pilot Project in the Russian Federation, this report concentrates on the issues of regional vocational education and training reform, problems in reforming the system of initial vocational education in Russia, social partnership, the content of vocational education, and the upgrading of the qualifications of teaching staff. (EN only)

***Tacis Information fiches***

A set of fiches outlining important elements of vocational education and training in the Tacis countries. (EN, DE, FR, RU)

**European Training Foundation**

**The European Training Foundation - Annual report 1999**

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