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REPORT FROM THE COMMISSION

**European Training Foundation:
Annual Report 2001**

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REPORT FROM THE COMMISSION

European Training Foundation: Annual Report 2001

1. INTRODUCTION

1.1. Role of the European Training Foundation

The European Training Foundation supports the reform of vocational education and management training in over forty partner countries and territories. In doing so it provides services to five Directorates General within the European Commission (DGs Relex; Enlargement; Employment; the EuropeAid Co-operation office and DG Education and Culture, the Foundation's DG de tutelle).

Services are delivered in four main geographical blocks across three continents: the Mediterranean partners¹; the countries of the Western Balkans²; the New Independent States and Mongolia³; and the candidate countries⁴.

The Foundation is a centre of three-fold expertise which integrates detailed knowledge of specific regional / country political and economic dimensions; in-depth knowledge and experience in labour market related vocational training issues; and effective management of major European projects. It is fully involved in the project cycle of the European Phare, CARDS, Tacis and MEDA programmes. As a centre of expertise, the role of the Foundation is to:

- provide expertise, advice and information on labour market related training issues;
- provide in depth analysis of the situation in the fields of vocational education & training and employment related issues;
- spread information from Member States on best practice in the European Union; and,
- facilitate contacts amongst key actors and co-ordinate the work of donors.

Since there are significant differences between the four regions and the partner countries, there are naturally a wide diversity of needs and demands articulated. For this reason the Foundation does not offer standard products or processes but takes a “tailor-made” approach to the individual partners.

¹ Morocco, Algeria, Tunisia, Egypt, Jordan, Israel, the Palestinian Authority, Lebanon, Syria, Turkey, Cyprus and Malta. The latter 3 countries are candidates for membership of the European Union and as such are covered by the Foundation's activities for candidate countries (see 4 below).

² Albania, Bosnia and Herzegovina, Croatia, Kosovo, Former Yugoslav Republic of Macedonia, Montenegro, Serbia.

³ Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, Uzbekistan and Mongolia.

⁴ Bulgaria, Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovak Republic, Slovenia, Turkey.

Wherever possible the Foundation will try to work at the systemic level and secure the commitment of Ministries and social partners in partner countries to effect changes in national legislation, systems and arrangements. In this way it tries to maximise leverage and achieve the best returns on its investment.

The Foundation also provides technical assistance to the Commission for the Tempus programme.

1.2. Structure of the Foundation

The Foundation's Governing Board (see Chapter 6) is chaired by the Director General of DG Education and Culture and is comprised of representatives from Member States and the Commission. The Governing Board meets to discuss and approve the Foundation's annual work programme and budget and is also consulted on issues relevant to the to the strategic direction and management of the Foundation.

The Governing Board is supported by the Advisory Forum, a body of over 100 vocational training specialists drawn from Member States of the European Union, the partner countries, social partner and other international organisations. The main role of the Forum is to provide advice to the Foundation and its Governing Board on the preparation of the Foundation's annual Work Programme. The Forum also serves also as an exchange network enabling good practises on vocational training policies and reform to be shared between and with countries in transition. Brief details of the work of the Advisory Forum can be found in Chapter 6.

The Director of the Foundation reports to the Governing Board and chairs the Advisory Forum. In 2001 he was supported by some 115 members of staff in the implementation of the Work Programme which was based on the Foundation's budget of € 16.2 million for that year.

The Foundation is organised on a geographic basis with four departments which cover the Candidate Countries, the Western Balkans, the New Independent States and Mongolia and the Mediterranean region. A separate department manages the technical assistance to the Tempus programme which the Foundation provides for the Commission. In the field of management training, activities are co-ordinated by the management training unit, which works in co-operation with the geographical departments. Underpinning Foundation operations is the Administrative and Central Services Department which provides technical and administrative support to the organisation as a whole.

1.3. The European Training Foundation's evaluation and quality assurance

The Foundation takes seriously its obligation to monitor closely and evaluate its activities. To facilitate this process of review and appraisal, the Governing Board established an internal Evaluation Steering Committee in 1999 comprising members of the Board, evaluation specialists and ETF staff, to report to the Board on its findings.

The internal Evaluation Steering Committee met in February 2001 and discussed the first draft of the Terms of Reference for the external evaluation of the European Training Foundation which had been prepared by DG EAC. The Committee agreed with DG EAC's proposal that in addition to an assessment of the impact of past Foundation activities, the external evaluation exercise should also be geared towards providing a forward looking analysis in support of the continuing development of the Foundation.

In view of the forthcoming external evaluation exercise, it was agreed that further meetings of the internal Evaluation Steering Committee would be postponed until the outcomes of the external evaluation are known. A separate ad hoc Steering Committee for the external evaluation has been established.

The internal Committee also discussed the part which evaluation should play within the Foundation in its role as a centre of expertise. The Committee suggested that the Foundation should move from a product-based evaluation culture to a process of continuous quality monitoring and assessment of activities which involves all Foundation staff.

This recommendation was taken forward by the Foundation in 2001 when the development of a Quality System started, the ultimate goal of which will guarantee customer/beneficiary satisfaction through the development and delivery of Foundation products and services.

1.4. Foundation development

The contexts in which the Foundation operates are subject to rapid change, both in terms of the nature of the services requested by the European Commission and the needs and aspirations of partner countries. Furthermore, key issues which relate to the vocational and management training, labour market conditions and cultural factors all continue to evolve quickly, particularly in economies in transition.

The Foundation is well aware of the need to stay ahead of these developments and in 2001 put in place a process of change which will ensure that its operations as a centre of expertise are based on the latest understanding of the implications of the changes which shape education and training system reform, both in Europe and in partner countries.

Furthermore, in order to ensure that it remains at the forefront of service to partners undergoing transition, the Foundation has put in place new arrangements to increase its know-how. In 2001 three major themes were identified for special attention:

- vocational training in the context of lifelong learning – in particular the further definition of the concept and implications for the implementation of action plans in relevant countries/regions;
- assessment and evaluation of progress in the reform of vocational training systems – designing an assessment methodology and tools, including benchmarking;
- development of training and skills at the enterprise level, particularly in relation to SMEs.

In addition to these measures, the Foundation of course continued to consolidate its expertise in other important and core areas including: teacher and trainer training, qualifications and standards, and labour market assessment.

2. THE FOUNDATION'S ACTIVITIES IN 2001

This section outlines briefly the Foundation activities carried out during 2001. To be consistent with Work Programme 2001 these activities are categorised under four headings: obligatory activities; support to the Commission; information gathering and analysis; and development activities. A tabular summary of these activities by region is at Annex I.

2.1. The candidate countries

2.1.1. Introduction

In 2001 the Foundation started to reduce its activities in the candidate countries, having already finished most of the initiatives managed under Phare conventions although it continues to support the Commission in the assessment of Phare proposals. Subsequent activities are mainly of an analytical and development nature, including policy advice to the partner countries.

2.1.2. Obligatory initiatives

In managing the remaining Phare activities the Foundation completed the financial audits of a number of programmes. The final HRD programme in Romania ended with a seminar in Bucharest in May 2001.

The Foundation continued to implement the thematic and pilot projects which had been launched in 2000: in the field of social partnership in vocational training a conference in Malmö on Lifelong learning and social dialogue was organised with the support of the Swedish government; on the issue of regional labour market intelligence the Foundation completed a survey of company skills which led to other candidate and Western Balkan countries expressing interest in undertaking similar surveys.

Maintaining its support to the growth and management of small and medium sized enterprises (SMEs) the Foundation held events in Hungary, Bulgaria, Latvia and Brussels to disseminate the outcomes from an earlier initiative on entrepreneurial training for SME growth. The Foundation successfully concluded a number of other projects: on teacher and trainer training in both Latvia and Lithuania; a second phase of a pilot project to establish a regional Training Center in Lithuania; a number of school-based micro-projects in Romania; and a pilot project on developing national qualification frameworks in Slovenia. The annual meeting of its Advisory Forum Regional Group for the candidate countries was held in Cyprus in September 2001.

2.1.3. Support to the Commission

On behalf of DG Employment & Social Affairs, the Foundation prepared detailed monographs on the vocational training, lifelong learning systems and employment services in all the candidate countries. Work has advanced in the Czech Republic, Slovenia, Poland, Hungary, Estonia, Malta and Cyprus. DG Enlargement has also involved the Foundation heavily in the Phare programming in several countries, particularly Romania, Hungary, Poland, Bulgaria, Turkey and the Baltic States.

In parallel the Foundation updated its reviews of candidate country progress in vocational education & training Reform. In Bulgaria, it was agreed that the Foundation would help the European Delegation in the vocational education & training Labour Market project carried out by the Ministry of Industry.

The Phare Special Preparatory Programme for the introduction of the European Social Fund (ESF) to the candidate countries was managed by the Foundation in 1999/ 2000. As a follow-up to this activity and with the support of the TAIEX office of DG Enlargement, the Foundation organised a special workshop aimed at updating the National Training Institutes for ESF, established in each country during the original programme, with the latest developments in the European Employment Strategy.

On behalf of the Commission, a management training initiative is being carried out in Bulgaria and the EU Delegation and Bulgarian Ministry of Economy are closely involved in the implementation and development of the project which will end in 2002.

2.1.4. Information gathering and analysis

National Observatories continued to provide analytical services to the Foundation and a new reporting system based on data requirements associated with accession was developed. In line with Foundation policy, National Observatories were invited to launch a consultation process leading to initial development plans, which will identify services which can be provided to stakeholders in a particular country. Discussions also started on how the Observatory function can be achieved in Malta and Cyprus.

2.1.5. Development activities

At the request of DG Education and Culture, the Foundation participated in the Commission's consultation on its Memorandum on Lifelong learning in the candidate countries. The Foundation contributed to some events and drafted a cross-country analysis of the reports produced by each candidate country. The Foundation also initiated pilot activities in the context of lifelong learning in the candidate countries, by supporting the reform of curricula in Cyprus and by contributing to the establishment of a national system for qualifications in Malta.

The Foundation also prepared a document on eLearning, which was tabled at the fifth conference of the European Ministers of Education held in Riga in June 2001.

2.2. Western Balkans

2.2.1. Obligatory Initiatives

The Foundation organised a number of conferences on the Integration of Work and Learning which attracted considerable participation from ministries, social partners, researchers, companies and education institutions from both South Eastern European (SEE) and candidate countries.

Youth unemployment micro-projects were launched in Croatia and Montenegro and a conference to disseminate the outcomes to other countries in the region was organised in November 2001.

A key task for the Foundation is to encourage co-operation amongst donors investing in the region. The Foundation met senior officials from the EBRD and EIB to generate discussions on how the Banks can better integrate the skills and employment agenda into their strategic planning and operations.

Together with funding from the Swiss authorities the Foundation identified a regional tourism skills project for SMEs which takes advantage of a Swiss-Croat bilateral project.

The final evaluation of the Bosnia-Herzegovina 1997 programme was completed and the report published. The 1999 programme led to the publication of the White Paper on vocational education & training reform in May 2001 and a series of seminars for school teachers to consolidate the piloting of the new curricula.

The joint meeting between the South Eastern Europe Advisory Forum Regional Group and Observatories in the region took place between 3-7 July in Bled, Slovenia. The meeting was jointly organised and facilitated by the Slovene national authorities and the Foundation. The main objective was to assess needs, priorities and approaches for the reform of vocational training in the region based on OECD and Foundation reviews, and then make recommendations for Foundation Work Programme 2002.

2.2.2. Support to the Commission

Within the framework of the OECD Regional Education Policy Review, Foundation staff participated in the work of policy review teams to assess the labour market and vocational education & training situation in SEE countries. The Foundation prepared a draft cross-country review of its own labour market and vocational education and training reports for discussion at the Advisory Forum Regional Group meeting.

Country reports are also used to advise the Commission on targeting assistance to Albania, Bosnia-Herzegovina, Croatia and FYROM. In Bosnia-Herzegovina, Croatia, FYROM and FRY – Serbia, the Foundation has designed vocational education and training reform projects as an input to Commission project cycle, and is currently preparing a vocational education & training reform project in FRY-Montenegro.

Staff development programmes for key decision-makers in the field of vocational education & training have made steady progress in each country:

- In Albania the Foundation supported a group of Albanian key actors in preparing a Green Paper in the field of vocational education and training;

- In Croatia the Foundation helped three Croatian expert working groups on (i) decentralisation and financing, (ii) vocational education and training curriculum reform and (iii) vocational education and training teacher training reform;
- In FRY-Montenegro the Foundation held a seminar to develop recommendations for future action in the area of vocational education and training, for the development of a modern system which supporting economic development and social cohesion;
- In Kosovo Foundation activity addressed labour market information collection, analysis and reporting during 4 training sessions.

2.2.3. Information gathering and analysis

The Observatories in the region reported on progress towards EU integration in the field of vocational education and training. In FRY-Serbia, an Observatory is being developed and will promote and develop expertise in vocational education and training and labour market issues from May 2002.

2.2.4. Development activities

Following Commission requests to contribute to skills development in SMEs, the Foundation has piloted a new approach in Croatia which integrates training and counselling with business development services. The Foundation made use of its own experience in this field, and has recently completed an assessment of training provision for managers in South Eastern Europe and produced country reports for Croatia, Montenegro, Serbia and Bosnia and Herzegovina.

2.3. The Mediterranean Region

2.3.1. Obligatory Initiatives

The Foundation held the annual meeting of the Mediterranean Regional Group of the Advisory Forum on 28-29 June in Rabat, Morocco. The meeting was organised in co-operation with the Moroccan ‘Ministère de l'Emploi, de la Formation Professionnelle, du Développement Social et de la Solidarité’, and focused on two themes of special importance for the region: improving the quality of training of trainers; and the production and analysis of data and information – the Observatory function.

2.3.2. Support to the Commission

The Foundation has continued to develop activities in the Mediterranean region where the Commission makes use of Foundation expertise to support the development of the MEDA program. Events in the region have led to the reassessment of the relative importance of other activities in order to accommodate new requests which include:

- Project identification and feasibility studies in Egypt and Morocco to prepare the ground for Commission-funded projects in the field of vocational education and training. Both exercises were launched in September 2001 and will be completed in 2002;
- A blueprint for a regional programme on training for employment; guidelines for developing sectoral support programmes in the vocational education and training sector; identification of possible fields of joint activity with Israel as part of the EU-

Israel Association Agreement; and providing expert support in the context of a Social Development Programme in Jordan.

At regional and sub-regional levels the Foundation has continued to develop activities aimed at promoting the gradual convergence of vocational education and training policy in the different countries:

- A conference on vocational training standards in the Mashreq region, organised in Cairo in April 2001, brought together over 80 representatives from both public and private sectors in Egypt, Jordan, Syria, Lebanon, the West Bank and Gaza, international organisations and bilateral donors. This demonstrated the value added by an external body such as the Foundation in encouraging co-operation between the countries in the region;
- The second ‘Rencontre Manforme’ organized in Tunis in October 2001 brought together various Tunisian stakeholders involved in the national vocational education and training reform program, as well as representatives from Algeria and Morocco.

Acting as a catalyst at national level, the Foundation helped a range of Syrian stakeholders, both public and private, to launch a multi-annual pilot apprenticeship scheme which, for the first time in Syria, brings together industrialists and public authorities in providing training.

Following a Commission request the Foundation produced two reports which offer an overview both of the national vocational education and training systems in Syria and Morocco and the relationships between the vocational education and training system and the needs of the labour market. The reports are the latest in a series which the Foundation has produced since 1999 and which include publications on Algeria, Jordan, Lebanon, Malta, Cyprus and Turkey.

2.3.3. Information gathering and analysis

During 2001 the Foundation reviewed existing local capacities and mechanisms for generating information and forecasting the demand for training, qualifications and employment (the ‘Observatory’ function). The first phase assessed data gathering and analytical services currently available in Mashreq countries. The Foundation also helped Algeria to strengthen its capacity by creating a pilot network of the different local structures which are currently active in this field.

2.3.4. Development activities

The first phase of the activity aiming to develop teacher and trainer training strategies started with field reports which assess the delivery of teacher training in Maghreb countries. This will continue during 2002 and will cover all the Med Region.

In the field of management training, the Foundation disseminated its report “Overview of management development support for SME growth in the Med Region” which is a summary of actions for key players.

2.4. New Independent States and Mongolia

2.4.1. Obligatory Initiatives

Four National Observatory twinning projects involving Phare and Tacis National Observatories and EU partners produced a number of useful outputs in 2001. These include: training in strategic planning and project management in Georgia; comparative evaluation and analytical methodologies for measuring the impact of continuing vocational training in Moldova, Romania and the Ukraine; and tools which identify emerging key occupations and skill needs in countries of Central Asia.

During 2001 the project ‘Strengthening partnerships between management training institutions and companies’ produced clear recommendations on implementing HR policy, conducting training needs assessment and carrying out a training plan. A complete ‘tool-kit’ for these activities was produced and will be widely disseminated during the second phase of the project which began in December 2001.

The second of three phases of the Ukraine vocational education and training reform project produced a new curriculum while French and Italian partners continue to focus their support to the four agriculture schools of the Vinnitsa region. An Austrian partner also joined the project and provided assistance to tourism schools in the Odessa region.

The second phase of the North-West Russia project reached a successful conclusion. The outcomes will be consolidated and then disseminated to other regions and beneficiaries.

2.4.2. Support to the Commission

In the second half of 2001 the Foundation assisted the Commission by contributing to terms of reference for TACIS-funded projects to be launched in the year 2002. For example, the Foundation provided the Commission with the first draft of terms of reference for a vocational education and training reform project in Kazakhstan; based on work carried out during a mission to Uzbekistan in April 2001, the Foundation completed in September the terms of reference for the €2m TACIS-funded project ‘Development of Employment Opportunities in Uzbekistan’; and the Foundation drafted the new terms of reference for the Managers’ Trainers Programme II in collaboration with EuropeAid. In addition, and based on consultation with both the Commission and the Russian Ministry of Education, the first draft for the Delphi II terms of reference was also produced.

To contribute further to the Commission’s programming process, the Foundation analysed and subsequently updated the Commission on the development of the National Doctrine on Education under preparation by the authorities in Ukraine in co-operation with international donors.

2.4.3. Information gathering and analysis

The work of the Tacis National Observatories continued with key indicator collection and dissemination, and the drafting of stocktaking reports. The external evaluation of the network has provided individual recommendations for the Observatories in each country and have been taken into account in the new work plans for 2002.

2.4.4. Development activities

During the first phase of the three-year project on Entrepreneurship in Education and Training in the Russian Federation and the Ukraine, pilot schools were selected and change agent teams established in each. One of the main components of the project in 2001 involved two programmes of ten weeks duration which aim to foster entrepreneurship in the organisation of the school and in the classroom work of the teachers. Each school designed, developed and assessed a number of projects and the activities have set the scene for the second phase of the project which will start early 2002.

A course on the evaluation of training projects was designed for a selected group of NIS participants and will be delivered on-line as a test of innovative learning methods.

2.5. Technical assistance to the Tempus programme

The Foundation continued to provide technical assistance to DG Education and Culture for the Tempus Programme. In 2001, the range of countries eligible to participate to the programme was widened to include the Federal Republic of Yugoslavia. All countries which are eligible for the CARDS and Tacis Programmes are able to participate in the Tempus Programme.

Under the present phase of the Programme Tempus contributes to the reform and management of higher education institutions through targeted projects in clearly specified areas. These include University Management, Curriculum Development, Institution Building, and Networking and Mobility. In addition, Individual Mobility Grants (IMGs) are available to all countries which are eligible under Tempus III.

In line with the general priority for the Stabilisation and Association Process and the Stability Pact, there has been a strong emphasis on the promotion of regional co-operation in the Western Balkans. Universities in South Eastern Europe can play both a leading role in promoting mutual understanding across cultural and ethnic boundaries and enable a more efficient use of scarce national human resources by increased academic co-operation at a regional level.

In 2001 the Commission launched a fundamental review of all of the basic documents and procedures involved in the management of the Tempus Programme with a view to updating, streamlining and simplifying them wherever possible. The ETF was actively involved in this review process.

2.5.1. Selection

In 2001, the deadline for Joint European Projects and Networking Projects (JEPs) applications was March 1st and April 3rd for Individual Mobility grants. A total of 428 JEP and 210 IMG applications was received and selection meetings chaired by the Commission were held in a number of partner countries.

2.5.2. Tempus CARDS - Joint European Projects and Networking Projects

In response to the Tempus III call for Albania, Bosnia and Herzegovina, Croatia, the Federal Republic of Yugoslavia and the Former Yugoslav Republic of Macedonia, a total of 161 applications was received. The number of applications for multi-country projects which involve more than one CARDS country increased significantly from 12 in 2000 to 57 in 2001.

2.5.3. *Tempus Tacis - Joint European Projects and Networking Projects*

In response to the Tempus III call for Kazakhstan, Kyrgyzstan, Moldova, the Russian Federation, Turkmenistan, Ukraine and Uzbekistan, a total of 267 Joint European Project and Networking Project applications were received, of which 20 were multi-country projects.

2.5.4. *Individual Mobility Grants*

A total of 210 applications were processed:

- 2 applications were ineligible;
- 93 applications covered mobility both to and from Albania, Bosnia and Herzegovina, Croatia, the Federal Republic of Yugoslavia and the Former Yugoslav Republic of Macedonia;
- 115 applications covered mobility both to and from Tacis partner countries.

2.5.5. *Monitoring*

Monitoring activities in both Tempus Phare and Tempus Tacis covered the standard functions of contract management, desk and field monitoring. A total of 1,100 reports were received in 2001.

- Contract management

Annual grants were issued for current Tempus projects. A Commission-led review of the contract documents and annexes finished in 2001 when a common contract model was approved for both CARDS and Tacis projects, and the guidelines for new projects in the use of the grant have also been aligned. At the Commission's instigation, reporting documents have been simplified and reduced in length.

- Desk monitoring

Several hundred Phare, CARDS and Tacis projects were followed and received advice from the different country desks. 1,626 letters were received in 2001.

The assessment of the Annual, Final and Progress reports of Tempus Phare, CARDS and Tacis JEPs for the different contractual years (from 1998 to 2001) continued. In 2001, 975 reports were assessed.

- Field monitoring

In 2001, the National Tempus Offices and the Foundation's Country Desks made 87 field-monitoring visits to Tempus Phare and CARDS projects - 84 carried out by NTOs and 3 by the Foundation. Information and training meetings for Tempus practitioners were held in Hungary, Bosnia and Herzegovina and the Russian Federation.

2.5.6. *Computer development*

At the request of the Commission, and in collaboration with the Foundation's Computer and Technical Services Unit, "online" application forms were developed and tested in 2001 and e-

application forms should be available to IMG applicants by June 2002. This facility will eventually be available to JEP applicants.

A computerised reporting tool, Business Object, has been adapted to Tempus needs; this permits the production of statistics, reports and project fiches for selection, monitoring and information purposes.

2.5.7. *Information and publications*

- Information material completed in 2001:

Title	Languages	Media
Tempus III Brochure	EN,FR,DE,RU	Paper & WWW
Tempus CARDS Project Lists 2000	EN	WWW
Successful project fiches	EN	Paper
Tempus TACIS Project Lists 2000	EN	WWW
Tempus 2000 Annual report	EN,FR,DE	Paper

The existing internet web site has been updated and contains new categories which include pages on “Selection 2000” and “On-going Selection 2001”. These domains contain the latest information for project partners and candidates together with an on-line survey.

- Under the guidance of the Commission, work started in 2001 on the production of Tempus information material as follows:
 - A major re-drafting of the Guide for Applicants in such a way as to avoid any major revisions for the rest of the lifetime of the Tempus III programme
 - At the request of the Commission, an external contractor was commissioned to draft a study on the achievements of the Tempus programme in the candidate countries.
 - A publication resulting from 3 regional Tempus seminars;
 - New “Tempus at Work” sheets.

2.5.8. *Special events*

The Foundation supported the Commission in the organisation of:

- joint National Tempus Office (NTO) / Tempus Information Point (TIP) / National Contact Point (NCP) meeting in Brussels - 9-12 March 2001;
- seminar in Tirana, Albania on “Networking and Regional Co-operation” - 23-25 April 2001;
- NTO/TIP/NCP meeting in Brussels - 11-15 October 2001. The Foundation prepared training material and helped train NTOs and TIPs on project design, in particular the analysis of needs.

The Foundation was also represented at Tempus Committee meetings organised by the Commission in July and December 2001; and at closing meetings organised by NTOs in the candidate countries.

3. CO-OPERATION WITH OTHER EU AGENCIES

The Foundation continues to work closely with other EU agencies on issues of common interest. The Director of the Foundation attended the two meetings of heads of agencies in 2001 during which items of mutual concern such as governance, funding, personnel and administrative issues were discussed.

For several years there has been close co-operation between the Foundation and CEDEFOP, particularly in the context of work with the candidate countries. The Foundation aligns its activities in these countries with the requirements of the overall accession process, which includes assisting the countries in their preparations for participation in Community Agencies such as CEDEFOP. During 2001, Foundation and CEDEFOP Governing Boards agreed both a framework for the co-operation between the two organisations during the enlargement process (GB01-015) and a list of joint activities (GB01-029 – REV) for the year 2002. Several joint meetings between the two agencies took place throughout 2001.

In 2001 Eurydice, CEDEFOP and the Foundation agreed a joint co-operation framework which appears in the annual work programme for 2002 of each organisation. Closer co-operation is necessary not only because the widening of Community activities in the fields of education and vocational training to cover the candidate countries, but more especially because within Europe these areas are rapidly becoming more integrated.

The Foundation also co-operates closely with most of the other Community agencies on such issues as security and to take forward joint initiatives in computer and information technology systems. The Foundation participates in the Common Support Service Steering Committee consisting of 12 member agencies and institutions which collaborate on the development of the SI2 budgetary and financial management system.

4. FINANCIAL REPORT

4.1. Funding sources

The Foundation receives 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 2001 the subvention amounted to EURO 16.8 million.

The Foundation also continued to manage funding from the European Union's different external assistance programmes. These funds were transferred via conventions signed with the Commission for the management of Phare/Cards and Tacis programmes on behalf of the Commission. In 2001, the Foundation handled around € 23 million in Phare and Tacis convention funds for vocational education and training projects (see Annex 3 for further details). The Foundation also provides technical assistance to the European Commission for the Tempus programme and managed around € 136 million in Tempus Phare funds and € 80 million in Tempus Tacis funds (see Annex 4).

4.2. Budget execution

Following the Governing Board's approval of the "Mid-term perspective on staff resources 2002-2004" in November 2000, the Foundation started to reduce the number of temporary agents posts to achieve the target figure of 105 in 2002 (from 115 in 2001). Because of the departure of several temporary agents and delays in recruitment and secondment of National Experts (item 1520), savings were made in Personnel costs (Chapter 11). The Foundation proposed the following four transfers between chapters in Titles 1, 2 and 3:

- In order to cover travelling costs linked to staff training, a reallocation of € 30,000 was proposed from Training budget (item 1440) to Mission budget (item 1300);
- A transfer of € 6,000 from Chapter 11 to Chapter 25 (Governing Board meetings) was proposed, to cover the higher cost of the first Governing Board meeting of 2001 as a consequence of participation by representatives from candidate countries;
- A transfer of € 150,000 was proposed from Chapter 11 to Chapter 30 (item 3040 "Translation Costs") to cover the retroactive increase in prices charged by the Translation Centre;
- A transfer of € 400,000 from Chapter 11 (Personnel costs) and 15 (National Experts seconded) to Chapter 31 (Work Programme activities) was proposed. This transfer covered a number of activities related to the Foundation's 2001 Work Programme, reinforcing the impact of activities and developing further the Foundation as a centre of expertise.

The Governing Board approved the amending budget in September 2001. The table below shows the state of execution of the budget (in Euro) at 31 December 2001

2001	Budget (amended) A	Committed B	Paid C	Automatic carry-over D	Total expenses E=C+D	% F=E/A
Title 1	10,186,000	10,170,920	9,745,597	356,753	10,102,350	99.18
Title 2	1,413,750	1,412,179	860,969	544,224	1,405,193	99.39
Title 3	5,200,250	5,195,822	2,442,837	2,723,157	5,165,994	99.34
TOTAL	16,800,000	16,778,921	13,049,403	3,624,134	16,673,537	99.25

4.3. Procurement

The Foundation manages centrally its calls for tender and struck 99 contracts and amendments and issued 68 grants in 2001. The approach to contracting with the Foundation's National Observatories was amended. Two framework contracts for hiring temporary experts in the field of vocational training field were agreed. The Foundation's Advisory Committee on Procurement and Contracts (ACPC) met on eight occasions during 2001 and 13 dossiers were processed.

4.4. Financial and management systems

In collaboration with the Foundation's Computer and Technical Services Unit an electronic tool for capturing procurement data (OSCAR) was launched to streamline the procurement process. The Foundation also completed the first development phase of a portal for consolidating all finance and procurement-related data in line with the Plan of Action produced in 2000.

5. PERSONNEL

At the end of 2001 the Foundation employed some 102 temporary agents. Details of the grading and nationality of staff can be found below.

5.1. Staffing and organisation chart

5.1.1. Temporary agents

5.1.2. Table A: The number of temporary agents in post on 31 December 2001 (by category and nationality)

Nationality / Category	A	B	C	Total
Austria	2	3	-	5
Belgium	2	8	2	12
Denmark	2	-	-	2
Finland	1	1	1	3
France	6	6	1	13
Germany	6	2	2	10
Greece	2	1	-	3
Ireland	1	2	-	3
Italy	8	9	3	20
Luxembourg	-	-	1	1
Netherlands	6	2	-	8
Portugal	-	-	1	1
Spain	2	1	-	3
Sweden	-	1	1	2
United Kingdom	7	7	2	16
TOTAL	45	43	14	102

5.1.3. *Table B: Change in staffing profile in 2001*

Grade	Situation on 31/12/2000	Departure	Recruitment	Situation on 31/12/2001
A	45	- 5	+ 5	45
B	43	- 4	+ 4	43
C	22	- 8	0	14
TOTAL	110	- 17	9	102

5.1.4. *Table C: The number and type of other staff employed in the Foundation at the end of 2001*

Local agents	11
National Experts on secondment	4

5.2. Personnel initiatives

In 2001 the Foundation:

- Implemented the first promotion exercise for the Foundation staff;
- Adopted a part-time scheme for Foundation staff, in line with the Commission guidelines and procedures;
- Adopted of a policy on the use of support staff (Auxiliary Agents and Temporary workers or Interimaires);
- Updated recruitment procedures;
- Implemented the annual training plan for the European Training Foundation’s staff;
- In collaboration with the Computer and Technical Services Unit, implemented a the Foundation implemented a personnel database (“SIC Personnel” the standard HR database used in the Commission) and a computerised system to manage Missions (“SIC Mission” the standard mission database used in the Commission).

6. GOVERNING BOARD AND ADVISORY FORUM

6.1. Governing Board

The Governing Board of the European Training Foundation met twice during 2001 - on 13 June and 13 November. In addition to these formal meetings there was an informal Governing Board seminar on 12 June to which representatives of the candidate countries were invited in order to discuss issues around the planning and implementation of lifelong learning.

At the meeting on **13 June** the Governing Board:

- adopted the operational guidelines and medium-term priorities of the Foundation as set out in the document “Making the European Training Foundation work as a centre of expertise” (GB01-013);
- agreed the framework for co-operation between CEDEFOP and the European Training Foundation during the enlargement process (GB01-015); and,
- took note of the draft Terms of Reference of the forthcoming external evaluation of the European Training Foundation (GB01-014).

At the meeting of **13 November** the Governing Board:

- approved the Foundation’s draft Work Programme for 2002 (GB01-029) and noted the «Rolling Framework for Foundation Action in the Mediterranean Region 2002-2004»;
- approved the proposed Draft Budget 2002 (GB01-031) subject to subsequent approval by the Budgetary Authority;
- approved the implementation of Article 21 of the Financial Regulation (GB01-033);
- approved the preliminary Draft Budget 2003 (GB01-032);
- granted discharge to the Director of the European Training Foundation for Budget 2000;
- granted discharge to the Accounting Officer and the Assistant Accounting Officer European Training Foundation for operations relating to the revenue and expenditure account for 2000; and
- took note of the European Training Foundation Human Resource Policy and Development Plan (GB01-034).

6.2. Advisory Forum

The principal function of the Advisory Forum is to deliver an opinion to the Governing Board on the Foundation's draft Work Programme for the following year.

The Advisory Forum is comprised of four Regional Groups which represent Candidate Countries; South Eastern Europe; the New Independent States; and the Mediterranean partners. For the first two years of the Forum's three year life-span these Regional Groups each meet once each year. In the final year, 2003 there will be a plenary meeting in Turin which will bring together all four groups.

During 2001 all four Regional Groups met to review progress of Foundation strategy and activities in the particular region and to start the development of Work Programme 2002 by offering at an early stage advice on the needs within the region. Regional Groups meetings took place in 2001 as follows:

New Independent States and Mongolia Regional Group– 24-26 June– Moscow;

Mediterranean Regional Group - 28-29 June - Rabat, Morocco;

South Eastern Europe Regional Group - 3-7 July - Bled, Slovenia; and

Candidate Countries Regional Group - 13-15 September – Nicosia, Cyprus

ANNEX 1: Table of operational achievements

Region: Candidate Countries - 2001 Achievements				
	COUNTRY/PARTNERS	ACTIVITIES	OUTPUTS	2001 BUDGET (ETF)
1. Obligatory initiatives (3100)				
Continuation of 2000 Projects				
a1	All countries	Social partnership in VET	<ul style="list-style-type: none"> • Social dialogue and LLL conference 	(WP 2000)
A2	RO, BG, PL, EE, H, CZ, LT	Capacity Building in National Observations (Nobs)/Regional Company skill survey (some funds from 2000)	<ul style="list-style-type: none"> • 5 national reports & synthesis report; • Debriefing and dissemination meeting 	90,000
a3	All countries (Except MT, CY and TR)	Best practices of SME growth	<ul style="list-style-type: none"> • Dissemination in HU, BUL, LA and Commission 	(WP 2000)
		Management Training Networks	<ul style="list-style-type: none"> • Assessment of MT needs in LT, LV and Hu & dissemination seminars; • Country and cross country reports; 	(WP 2000)
A4	LV - LT	Teacher and Trainer Training (with Finl, Dk)	<ul style="list-style-type: none"> • handbooks on school development and mentor training; • national strategies for teacher/trainer training agreed; 	100,000
A5	LT	Regional Training Centre Development (Marijampole - with Finl, Dk)	<ul style="list-style-type: none"> • Training Centre staff trained; 	50,000
A6	RO	CVT development at regional level (Constana – With Fr, It, Belgium)	<ul style="list-style-type: none"> • Regional pilot projects implemented; 	50,000
A7	TR	Employment Policies Conference (2000 Project postponed)	<ul style="list-style-type: none"> • conference prepared; 	40,000
a8	SLO	Assistance development National Qualification Structure	<ul style="list-style-type: none"> • National Qualification Structure; • Format tested for 1 pilot sector; • Results disseminated; 	(WP 2000)
A9	All countries	Ministries of Education and Labour biannual meetings under EU Presidency	<ul style="list-style-type: none"> • conference (2002) prepared; 	60,000
Phare Conventions				
a10	All countries (Except MT, CY and TR)	SPP Closure (final audit) – (ZZ.97.19)	<ul style="list-style-type: none"> • Final audit completed 	---*
a11	LT	VET & Management Training reform programme (final audits) – (LI-97.03.02.03 and LI-97.04.01.02)	<ul style="list-style-type: none"> • Final technical evaluations and financial audits completed 	---*
a12	EE	Higher education and Information Systems in Education Reform Programmes (final audits) – (ES-96.22.02.01/ES-96.22.02.02)	<ul style="list-style-type: none"> • Final technical evaluations and financial audits completed 	---*

* Staff resources allocated but no title 3 budget

a13	RO	Human resources development (RO-97.01.04.01)	<ul style="list-style-type: none"> Ex-post evaluation and financial audit completed 	---*
a14	BG	Management Training Programme (BG-9908.01)	<ul style="list-style-type: none"> Inception report approved. 40 trainees selected and trained. 10 learning consortia created and working plans defined 	---*
A15	All countries	Advisory Forum	<ul style="list-style-type: none"> Regional sub-group meeting held in Cyprus in September 2001 	40,000
	SUB TOTAL			430,000
2. European Training Foundation – Support to Commission (3100)				
a16	All countries (mainly RO, BG and TR)	Support on Phare Project cycle to EC and EC Delegation requests (programming and monitoring phases) to Romania, Bulgaria and Turkey (with a small Human Resource reserved for other Candidate countries)	<ul style="list-style-type: none"> Contributions to the programming phase provided for POL, HU, Baltic states, BG RO- Phare 2001 project on HRD; TORs for Phare 2001 vocational education & training reform programme 2; support to monitoring of twinning project for elaboration of NEAP TUR: assistance provided to the revision of TORs for Meda vocational education & training programme; Seminar with TAIEX and DG Employment. 	---
a17	All countries	Review of Progress in VET Reform	<ul style="list-style-type: none"> “Review of progress in VET reform” to DG Enlargement. 	---*
A18	All countries (Except TR)	Monographs (including support to Employment Policy Review)	<ul style="list-style-type: none"> First draft Monographs for CZ, SLO submitted to DG Employment; Monograph in progress for POL, EE, HU, MA, CY. 	205,000
a19	All countries	Leonardo da Vinci monitoring working group	<ul style="list-style-type: none"> First meeting - evaluation and monitoring working group 	---*
a20	TR	Leonardo da Vinci preparatory measures	<ul style="list-style-type: none"> Postponed to 2002 	Phare money
	SUB TOTAL			205,000

3. Information gathering and analysis (3110)				
	All countries	Nobs follow up	<ul style="list-style-type: none"> • External evaluation of NOs network completed; • New strategy and new reporting system agreed with NOs; • 2001 annual reports monitored and 	318,000
	TR	Nob setting up	<ul style="list-style-type: none"> • Preparation of first NO report started 	40,000
	MT, CY	Information gathering and analysis	<ul style="list-style-type: none"> • Information and advice to teacher training reform in CY; • Information and advice to national qualification system in MA. 	30,000
A21	SUB TOTAL			388,000
4. Development activities (3120)				
a22	RO and BG (mainly)	Thematic Activities in the context of Phare on request of countries	<ul style="list-style-type: none"> • ETF/CEDEFOP cooperation agreed; • Consultation on the LLL Memorandum supported; • Cross-country analysis of outcomes of consultation process for DGEAC; • Document on eLearning for conference of European Education Ministers in Riga in June 2001 	
	SUB TOTAL			n.a
	TOTAL			1,023,000

Western Balkans - Achievements in 2001				
	COUNTRY/PARTNERS	ACTIVITIES	OUTPUTS	2001 BUDGET (ETF)
1. Obligatory initiatives (3100)				
a23	ALB, BiH, BG, CRO, FYR, H, Kosovo, FRY, RO, SLO	Completion of Integration of Work and Learning - dissemination of experience in H and SLO to countries in South East Europe	<ul style="list-style-type: none"> National conferences in H and SLO. Round tables in all SEE countries and short reports made available. Closing conference organised in Portoroz, SLO 17-18 June. 	(WP 2000)
a24	CRO, FRY	Completion of youth unemployment micro-projects in Croatia and Montenegro. Dissemination Conference to the other countries of the region took place in November 2001	<ul style="list-style-type: none"> Partnership between schools, employment offices and employers . Training sessions for local stakeholders and young unemployed. Formal partnerships between schools, local employment offices, local authorities and employers. Training sessions organised by Slovene experts for the local stakeholders Four-month training session for 28 young unemployed in Montenegro 	(WP 2000)
A25	ALB, BiH, BG, CRO, FYR, Kosovo, FRY, RO, SLO	Support within Stability Pact framework including: technical assistance to HRD Working Group, work programme co-ordination and development; project development; donor identification and liaison; planning/follow-up with SP Brussels and Table II Working Groups.	<ul style="list-style-type: none"> Discussions with the EBRD and EIB on employment agenda /planning Regional tourism SME project identified with Swiss funding Regional learning exercise HRD meeting in June in Turin. 	50,000
A26	ALB, BG, BiH, FYR, FRY, RO, SLO	Support to Advisory Forum regional meeting	<ul style="list-style-type: none"> Meeting in Bled, SLO 4-7 July. 	60,000
a27	ALB	Support for implementation of Albanian-Italian SME skills development project. Funded by the Italian government.	<ul style="list-style-type: none"> Financing secured from Italian government Activity operational in October 2001 . 	pm
a28	FYR	Complete FYR 98 Convention	<ul style="list-style-type: none"> Outcomes presented at the Skopje seminar in May 2001, together with the OECD review of education system 	---*

a29	BiH	Management of BiH 97 Convention (evaluation and final report processing) Management of BiH 99 Convention (management, evaluation and final report processing)	<ul style="list-style-type: none"> Final evaluation report of the BiH 97 programme Self assessment exercise held in SLO in May. White Paper on VET reform Bosnia-Herzegovina 99. 	---*
a30	ALB, BiH, BG CRO, FYR, Kosovo, FRY, RO	Management of Ecosoc project for development of social partnership in beneficiary countries of the Stability Pact. This project forms part of the Stability Pact Quick Start Measures funded by a Convention from the EU Commission.	<ul style="list-style-type: none"> Commission Convention. Activity launched in July. Study visit to Italy in September 2001 	---*
SUB TOTAL				110,000
2. European Training Foundation support to Commission (3100)				
a31	ALB, BiH, CRO, FYR, Kosovo, FRY	Annual LM-vocational education & training policy review reports. To include assessment of progress of reform process; impact assessment of relevant EU and other donor programmes.	<ul style="list-style-type: none"> Policy review teams established. Reports drafted for ALB, BiH, BG, CRO, FYROM, FRY FRY-Montenegro, Kosovo, RO, FRY-Serbia. Cross-country review prepared and discussed. 	pm
a32	BiH, CRO, Kosovo, FRY	Preparation of indicative VET-Labour market reform programming documentation to contribute to the definition of EU programmes for funding under CARDS. Once the programme(s) have been launched, the Foundation will follow their progress with a view to assessing their impact on the national policy framework.	<ul style="list-style-type: none"> VET reform projects in BiH, CRO, FYROM and FRY–Serbia implemented VET reform project in FRY-Montenegro prepared. input to skills development components within Commission enterprise developm programmes in CRO, Kosovo and FRY-Serbia. 	pm
A33	ALB, FYR	Sector VET needs analysis in both Albania and FYROM leading to indicative programming documentation defining VET/management training component in broader context of EU sectoral reform programmes.	CANCELLED	20,000
A34	CRO	Follow up to needs analysis 2000, preparation of indicative programming documentation for education and training reform and/or VET components of EU funded sectoral support programmes.	See A35 CRO	10,000

A35	ALB, CRO, Kosovo FRY	Staff development programmes for key decision makers in the field of VET and labour market to prepare for EU programmes.	<ul style="list-style-type: none"> • ALB: support to VET White Paper; study visit in Italy and BG. • FRY-Montenegro: seminar for local stakeholders in collaboration with Observatories and Ministry of Education. • Kosovo: local stakeholders provided with labour market information collection, analysis and reporting. • CRO: 3 working groups set up; round table on Integration of Work & Learning; seminar on VET sector assessment; CRO-SLO VET policy seminar. • Serbia: roundtable in Belgrade; seminars with Ministry of Education & Ministry of Labour 	200,000
SUB TOTAL				230,000
3. Information gathering and analysis (3110)				
A36	ALB, BiH, CRO, FYR, Kosovo, FRY	Observatory Development & technical assistance	<ul style="list-style-type: none"> • First draft of VET reports. • Observatory meeting in Turin; agreement on format of Quarterly Repts • Output based financing mechanisms for Observatories developed. 	273,000
SUB TOTAL				273,000

4. Development activities (3120)				
A37	All partner countries	Development of sector analysis strategy to identify policy and programme trends in LM and VET.	<ul style="list-style-type: none"> • Interdepartmental meetings on sector analysis strategy • Foundation seminar on “Sector Analysis on Employment and Training” • Regional framework and priorities for SEE identified. 	20,000
		Liaison with Commission services, other EU agencies, OECD, ILO and World Bank on the development of methodologies and indicators for assessment, monitoring and benchmarking of LM and VET policies	<ul style="list-style-type: none"> • Participated in Foundation seminar on “Sector Analysis on Employment and Training”, with the WB, OECD, ILO, EC representatives. 	
		Development of standard methodological approaches and guidelines.	<ul style="list-style-type: none"> • Seminar on development of peer review approach to assessment of VET system. 	
		Promotion of the application of LM-VET monitoring methodologies in Partner countries with a view of improving reporting systems	<ul style="list-style-type: none"> • VET-LM assessment Reports as background for OECD review. • VET country reports by Observatories. • Quarterly Reports on progress in VET-LM related issues. 	
		Assistance to partner countries on request in developing monitoring methodologies		
A38	ALB, BiH, BG, CRO, FYR, Kosovo, FRY, RO, SLO	Development of advice and counselling activities for enterprises	<ul style="list-style-type: none"> • Training and counselling with business development services • CRO operational plan for training in SMEs. 	60,000

A39	Western Balkans	Social inclusion.	<ul style="list-style-type: none"> Regional conference in CRO on “the development of partnerships for training and employment of youth” 	40,000
		Dissemination of micro projects on the "development of local partnerships for training and employment of youth"		
		Promotion of the importance of partnerships for training and employment at local level to the Western Balkan countries		
A40	All partner countries	Continuing Vocational Training (CVT). Follow up to WP 1999 and 2000 activities to support mainly a) information gathering & analysis and b) the design of policy frameworks and legislation in CVT.	<ul style="list-style-type: none"> Second continuing vocational training surveys in candidate countries Conference in EE in March Paper on “Embedding LLL in HRD plans”. Foundation publication “Creating a framework for continuing VT in a LLL context”. 	20,000
SUB TOTAL				140,000
TOTAL				753,000

Mediterranean Region – Achievements in 2001				
	COUNTRY/PARTNERS	ACTIVITIES	OUTPUTS	2001 BUDGET (ETF)
1. Obligatory initiatives (3100)				
A41	All countries	Euro-med regional network of VET specialists (Regional meeting of Advisory Forum)	<ul style="list-style-type: none"> Meeting in Rabat, Morocco, June 2001 	43,681.74
SUB TOTAL				43,681.74
2. European Training Foundation support to Commission (3100)				
A 43	All countries	<i>Assistance in the development of strategies and methodologies:</i> Preparation of guidelines for the development of Sectoral Support Programmes in the vocational training sector (completion of WP 2000 action)	<ul style="list-style-type: none"> Guidelines submitted to DG RELEX 	none
A 45	All countries	<i>Identification/feasibility:</i> Assistance to Commission services in the design of a regional project on training for employment (continuation of WP 2000 action)	At the request of the Commission: <ul style="list-style-type: none"> Concept paper to DG RELEX on regional programme on 'training for employment' 	none
A48	DZ	<i>Identification/feasibility:</i> Assistance to Commission services for project identification of MEDA VET reform project	<ul style="list-style-type: none"> Expertise support to Europe Aid for identification and feasibility of MEDA –funded VET reform project in DZ. 2000 activity completed. 	14,000
A50	EG	<i>Identification/feasibility:</i> Assistance to Commission services for project identification of MEDA VET reform project (Amended activity)	As requested by Commission: <ul style="list-style-type: none"> expertise provided to EuropeAid for MEDA–funded vocational training reform project in EG. First round of missions and Identification report 	217,654.86
A58	MA	<i>Identification/feasibility:</i> Assistance to Commission services for project identification of MEDA VET reform project (New activity)	As requested by Commission: <ul style="list-style-type: none"> provision of expertise to EuropeAid for MEDA–funded vocational training reform project in MO. First round of missions and identification report. 	72,556

A51	JO	<i>Partner countries capacity building:</i> Support to Development and Employment Fund (DEF) in Jordan (New Activity)	As requested by Commission <ul style="list-style-type: none"> • Capacity building of training department at DEF in the frame of MEDA-funded Social Development Project in JO • Expertise provided on implementation of counselling and training activities for SMEs 	72,500
A46	DZ	<i>Partner countries capacity building:</i> Ad hoc technical assistance to support Vocational Training reform	<ul style="list-style-type: none"> • Expertise support to DZ authorities on mechanisms for information and needs forecast on training, qualifications and employment. • Network of main stakeholders created and protocol for joint work between the Ministries of Labour and Vocational Training signed. • Capacity building and provision of expertise to DZ Ministry of Vocational Training for new 'baccalaureat professionnel' 	68,345.91
A58	TN, DZ, MA	<i>Partner countries capacity building:</i> Support to VET system reform in Tunisia (Manforme)	<ul style="list-style-type: none"> • Second 'Rencontres Manforme" workshop on Tunisian VET system reform with DZ & MA representatives. 	69,100

A55	SY	<i>Partner countries capacity building:</i> Support to VET system reform Syria. 'Innovative practices in apprenticeship'	<ul style="list-style-type: none"> • Project management team constituted. • Project validation /inception missions / reports completed and approved by SY cleared by Commission. • Study visits (x 2) for SY authorities to Egypt & Denmark. • Kick-off seminar August in Damascus; • Workshops on teacher training held in October; 	219,902.52
A56		<i>Partner countries capacity building:</i> Ad-hoc technical assistance to support the Syrian Ministry of Education's VET reform	<ul style="list-style-type: none"> • Expertise provided on methodologies for developing apprenticeship curricula; • Job profiles defined for four pilot specialities. 	29,000
A57		VET /LM overview Country Report: an overview of vocational education & training in Syria	<ul style="list-style-type: none"> • Report conclusions validated by SY stakeholders 	20,300
A58B	MA	VET /LM overview Country Report: an overview of vocational education & training in Morocco	<ul style="list-style-type: none"> • Report and recommendations 	25,000
SUB TOTAL				735,859.29

3. Information gathering and analysis (3110)				
A59	JO, LB, EG, PS, IL, SY	Stocktaking of existing local capacities and mechanisms for information and needs forecast on training, qualifications and employment (the 'Observatory' function)	<ul style="list-style-type: none"> Stocktaking reports on Observatory functions in Mashreq countries. 	114,500
SUB TOTAL				114,500
4. Development activities (3120)				
A60	DZ, MA, TN	Innovative practice in teachers' and trainers' training	<ul style="list-style-type: none"> Report and recommendations on Maghreb countries 	45,696.30
A63	All countries	Management training for SME growth	2000 activity completed. ETF report on SME growth in the Med region (EG, JO and LB cases) published and disseminated.	7,444
SUB TOTAL				53,140.30
TOTAL				1,019,681.33

New Independent States and Mongolia – Achievements in 2001				
	COUNTRY/PARTNERS	ACTIVITIES	OUTPUTS	2001 BUDGET (ETF)
1. Obligatory initiatives (3100)				
A64	All countries	Regional meeting Advisory Forum	<ul style="list-style-type: none"> Meeting in Moscow June 2001. Forum advice received. 	60,000
a65	Multi-country	Tacis Convention II: "National Observatories twinning projects" and international seminar on Life-long Learning in 2002 (LLL)	<ul style="list-style-type: none"> 4 twinning projects with consortia of Phare/Tacis Observatories and EU partners. 	(Tacis 350,000)
A66		Labour Market Needs & Skills Development Programme co-ordination & selection	<ul style="list-style-type: none"> Publication & new project on VET management and policy in RF, UZB, KAZ, BEL. Policy advice seminar on Labour Market Forecasting Second phase of 'Core skills' and 'Social Partnership' projects launched in KAZ . Assessment Based Competence project launched. 	286,810
A67	KYR, KAZ, UKR	Strengthening Partnership between Management Training Institutes and Companies Phase II	<ul style="list-style-type: none"> Training plans for companies in preparation. 	157,000
A68		Training for Enterprise Development (TED) Co-ordination Phase III (KYR, KAZ, UZB)	<ul style="list-style-type: none"> Employer representatives visited employer organisations in the UK. Regular round tables in all three countries. Further training in KYR regions 	75,000

A69	RF	Pilot Project "VET Reform in NW Russia" phase II	<ul style="list-style-type: none"> • 30 new manuals, publications and set of teaching materials. • Teaching materials fair. • SDP seminar on VET financing as management tool. • Sectoral work (curricula, courses, training materials, etc) completed. 	150,000
a70		Dissemination pilot project NW Russia	<ul style="list-style-type: none"> • Project proposal designed and agreed with the Russian counterparts and 6 EU donors. 	P.M.
a71		Tacis DELPHI	<ul style="list-style-type: none"> • New publications on VET , management training and distance learning; • Dissemination of above. • Final Conference and final report. 	(Tacis 6,000,000)
a72		Russian Managers' Training Programme	<ul style="list-style-type: none"> • Advice provided on relevance of training. • Input to Europa seminars, alumni conferences and steering committees 	(Tacis)
A73	UKR	Pilot project "VET reform in Ukraine"	<ul style="list-style-type: none"> • LMA publication and dissemination in Ukraine. • 3 x teacher training seminars. • Curriculum for international truck drivers. • Austria partnership in the Tourism component. 	100,000
a74		Support to Bistro Project on donor co-operation	<ul style="list-style-type: none"> • Application developed and forwarded to the delegation. 	P.M.
a75	BR	BI9801 Implementation of 'Institutional Twinning Component' of Civil Society Development programme Belarus	<ul style="list-style-type: none"> • 10/11 modules identified for the MBA, • Teams of EU experts and teachers established, • Study tour to Italy 	(Tacis 1,200,000)
a76	KYR	Monitoring of Tacis project "Establishment of a Training Fund"	<ul style="list-style-type: none"> • Team Leader participated in the Tacis Twinning Project "Identification of Key Occupations". • Kyrgyz National Observatory participated in preparing the first employment review. 	(Tacis 1,000,000)

a77	UZB	EDUZ9803 Tacis Assistance to the reform of vocational education	<ul style="list-style-type: none"> • 19 manuals developed and used in pilot schools. • Enterprises from the pilot regions involved in the schools. • Foundation contribution to official standards methodology. • Modular education provided and colleges exemplify best practice. 	(Tacis 1,000,000)
SUB TOTAL				828,810
2. European Training Foundation support to Commission (3100)				
a79	RF, UKR, MOL, UZB, KAZ, KYR	Support to Tacis Programming	<ul style="list-style-type: none"> • New Terms of Reference (TOR) for Management Training Project 2 • TOR for Delphi 2 produced. • TOR for Kazakh VET reform project. • TOR for the project "Development of Employment Opportunities in Uzbekistan". 	P.M.
SUB TOTAL				P.M.
3. Information gathering and analysis (3110)				
	All countries	Tacis National Observatory meetings	<ul style="list-style-type: none"> • Tacis National Observatory network meeting in Turin, March 2001. 	55,000
		Key Indicators and comparative analysis publications	<ul style="list-style-type: none"> • Key Indicator report in progress. • 5 stocktaking reports by Tacis Observatories (ARM, BEL, MON, RF, NWR). 	47,000
		Evaluation Tacis Nobs	<ul style="list-style-type: none"> • Evaluation ended September 2001. 	45,000
	RF, UKR, MOL, UZB, KAZ, KYR, ARM, BR, GEO, MNG	Operational costs of National Observatories	<ul style="list-style-type: none"> • National Observatories implemented activities according to their work plans. • Remaining 6 stocktaking reports drafted and discussed with Foundation programme managers (GEO, KAZ, KYR, MOL, UKR, UZB). 	164,404
A80	SUB TOTAL			311,404

4. Development activities (3120)				
A81		Dissemination and ODL	• Course and delivery plan.	25,000
A82	All countries	Support to Associations of Management Training (RABE, CAMAN)	<ul style="list-style-type: none"> • Expert advice on preparation of Bistro application on MBA accreditation system in Kazakhstan provided to CAMAN. • RABE seminar held for Russian managers and training providers. 	15,000
A83	RF, UKR	Entrepreneurship in Education and Training (pilot projects)	<ul style="list-style-type: none"> • Inception report; pilot schools selected. • Change agent team established in each pilot school. 	125,000
A84	RF, UZB	Donor co-operation seminar	• Seminar in UZB in October.	15,000
SUB TOTAL				180,000
TOTAL				1,321,214

ANNEX 2: Table of budgetary and non budgetary resources

2001

ACTIVITY	Staff number	BUDGETARY RESOURCES (Euro)				NON BUDGETARY RESOURCES euro			
		Staff costs	Administration & infrastructure	Operational costs (missions included)	TOTAL BUDGET	Conventions	Tempus	Donor co-operation	TOTAL non budgetary
		(Title 1)	(Title 2)	(Title3)	(Title 1+2+3)				
Administrative Support	28.0	1,945,091	1,407,750	25,050	3,377,891				
Organisational Support	11.5	894,336		250,846	1,145,182				
Candidate Countries	16.0	1,336,150		1,287,250	2,623,400		12,723,360	410,000	13,133,360
Western Balkans	11.5	940,450		857,500	1,797,950	650,000	8,084,246	900,000	9,634,246
Tacis	14.5	1,169,950		1,198,154	2,368,104	4,450,000	30,682,792	701,200	35,833,992
MEDA	11.5	925,750		1,034,450	1,960,200				
Transversal activities	8.0	621,800		487,000	1,108,800				
Tempus	30.0	2,358,473		60,000	2,418,473				
TOTAL	131.0	10,192,000	1,407,750	5,200,250	16,800,000	5,100,000	51,490,398	2,011,200	58,601,598

ANNEX 3: Table of Phare and Tacis conventions

PHARE	Commission Budget line Reference	Commission Contract number	Description	Total grant	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension for final audit & evaluation	Management
	1. Royaumont Project	B7-700/200/T	Promotion of the Culture and Practice of Social and Civil Dialogue	484,869.00	30.85%	30.06.2002	64,292.46	13.26%	31.12.2002	30.06.2003	Centralised
	2. BH-9904.01.01	99-0401	Vocational education & training programme	570,000.00	99.99%	30.04.2001	419,944.00	73.67%	30.04.2001	31.08.2002	Centralised
	3. MA-97.03	98-0026	Integrated vocational education & training FYROM	2,800,000.00	99.55%	31.12.1999	2,264,079.39	80.86%	31.12.2000	30.06.2001	Centralised
Total 1				3,854,869.00			2,748,315.85				

TACIS	Commission Budget line Reference	Commission Contract number	Description	Total grant	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension for final audit & evaluation	Management
	4. DELPHI	98-0320	Development of Educational Links and Professional & Higher Education Initiatives	6,000,000.00	98.32%	31.12.2000	4,987,353.64	83.12%	31.12.2001		Centralised
	5. EDUZ 9803	99-0222	Assistance to the Reform of Vocational Education in Uzbekistan	1,000,000.00	99.88%	06.10.2001	612,994.78	61.30%	30.06.2001		Centralised
	6. NOB's 2 (if other tables)	00-0038	Tacis National Observatory - Phase 2	350,000.00	100.00%	31.12.2001	170,166.00	48.62%	29.06.2002		Centralised
7. BI9801	00-0281	Civil Society Development programme contract	1,250,000.00	100.00%	20.12.2001	301,765.00	24.14%	20.12.2002		Centralised	
8. Bistro	BIS/99/092/005	Addressing the Training Needs of the Managers in the Russian Managers' Training Programme	99,942.00	89.69%	24.03.2000	89,636.01	89.69%	24.12.1999		Centralised	
Total 2				8,699,942.00			6,161,915.43				
TOTAL 1 + 2				12,554,811.00			8,910,231.28				

ANNEX 4: Table of Technical Assistance to the Tempus Programme

PHARE/CARDS	Commission Reference	Description	Date signed	Total grant	End of convention	Management
	Tempus II & III Phare (TA)	Technical assistance Tempus Phare 2000	24/03/00	810,000.00	31.05.2001	Centralised
	Tempus II & III Cards(TA)	Technical assistance Tempus Cards 2001	27/04/01	600,000.00	31.05.2002	Centralised
	Total 1 Running			1,410,000.00		

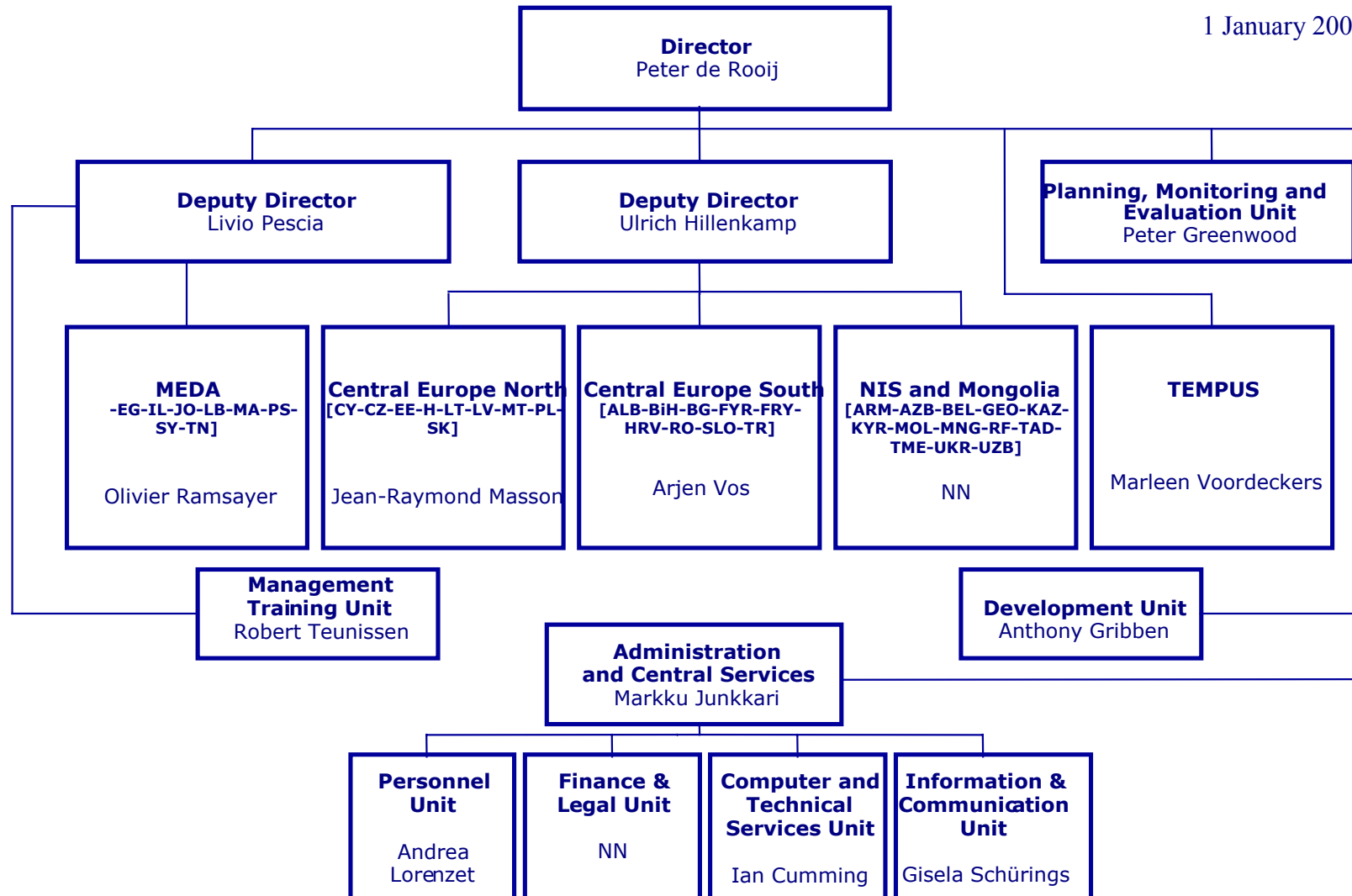
PHARE	Commission Reference	Description	Date signed	Total grant	End of convention	Management
	Tempus II Phare (TA)	Technical assistance Tempus Phare 97	22/01/97	930,000.00	31.05.1998	Centralised
	Tempus II Phare (TA)	Technical assistance Tempus Phare 98	31/03/98	930,000.00	31.05.1999	Centralised
	Tempus II Phare (TA)	Technical assistance Tempus Phare 99	16/03/99	850,000.00	31.05.2000	Centralised
	Total 2 Over			2,710,000.00		

TACIS	Commission Reference	Description	Date signed	Total grant	End of convention	Management
	Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2000	24/03/00	675,000.00	31.05.2001	Centralised
	Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2001	27/04/01	675,000.00	31.05.2002	Centralised
	Total 3 Running			1,350,000.00		

	Commission Reference	Description	Date signed	Total grant	End of convention	Management
TACIS	WW 94.03/02.02/B003 (Closed account)	Inform.,dissemin.,monitor.	10/11/95	577,000.00	10.11.1997	Centralised
	Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 97	22/01/97	624,360.00	31.12.1997	Centralised
	Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 98	31/03/98	675,000.00	31.03.1999	Centralised
	Tempus II Tacis (TA)	Technical assistance Tempus Tacis 99	14/01/99	675,000.00	31.05.2000	Centralised
	Total 4 Over			2,551,360.00		
	GRAND TOTAL 1+2+3+4			8,021,360.00		

ANNEX 5: Organigramme

1 January 2002



ANNEX 6: Members of the Foundations Governing Board

European Commission	Mr Nikolaus VAN DER PAS
Chairman	Director General Education and Culture European Commission
European Commission	Ms Catherine DAY
Member	Deputy Director General External Relations European Commission
European Commission	Mr Matthias RUETE
Member	DG Enlargement European Commission
Austria	Mr Karl WIECZOREK
Member	Bundesministerium für Wirtschaft und Arbeit
Austria	Dr Gottfried TAUCHNER
Alternate	Head of General Directorate for Technical and Vocational Education and Training Bundesministerium für Bildung, Wissenschaft und Kultur
Belgium	Ms Micheline SCHEYS
Member	Afdelingshoofd Beleidscoördinatie Department Onderwijs Ministerie van Onderwijs en Vorming van de Vlaamse Regering
Denmark	Ms Merete PEDERSEN
Alternate	Chief Advisor Department of Vocational Training and Education Ministry of Education - Undervisningsministeriet
Finland	Mr Timo LANKINEN
Member	Government Counsellor - Director for Vocational Education and Training Ministry of Education
Finland	Mr Ossi V. LINDQVIST
Alternate	Kuopion yliopisto University of Kuopio
France	Mr Jacques MAIRE
Member	Délégué aux Affaires européennes et internationales Ministère de l'Emploi et de la Solidarité

France	Mr Jacques MAZERAN
Alternate	Chargé de mission à la DRIC Ministère de l'Education Nationale, de la Recherche et de la Technologie
Germany	Mr Peter THIELE
Member	Regierungsdirektor - Übergeifende Fragen der EU; Bildungspolitische Zusammenarbeit Bundesministerium für Bildung und Forschung (BMBF)
Germany	Mr Georg SELETZKY
Alternate	Gruppenleiter Berufsbildung Ministerium für Schule und Weiterbildung, Wissenschaft und Forschung
Greece	Mr Panagiotis MAISTROS
Member	President Organisation for Vocational Education and Training (OEEK)
Greece	Mr Haralambos LOUKISSAS
Alternate	Head of the European and International Affairs Department Organisation for Vocational Education and Training (OEEK)
Italy	Mr Uberto VANNI D'ARCHIRAFI
Member	Capo dell'Ufficio VI Direzione generale per i paesi dell'Europa Ministero degli Affari Esteri
Ireland	Mr Eugene FORDE
Member	Principal Officer Labour Force Development Division Department of Enterprise, Trade and Employment
Ireland	Mr Thomas MURRAY
Alternate	Assistant Principal Officer Labour Force Development Division Department of Enterprise, Trade and Employment
Luxembourg	Prof Gilbert ENGEL
Member	Professeur-ingénieur Ministère de l'Education Nationale, de la Formation Professionnelle et des Sports

Luxembourg	Ms Edith STEIN
Alternate	Attaché économique Chambre de Commerce du Grand-Duché de Luxembourg
Netherlands	Mr Arie IJZERMAN
Member	Director of International Policy Ministerie van Onderwijs, Cultuur en Wetenschappen
Netherlands	Mr Erik Marco VAN BOSTELEN
Alternate	Ministerie van Onderwijs, Cultuur en Wetenschappen Europaweg 4
Portugal	Mr José Joaquim LEITÃO
Member	Departamento de Formação Profissional Instituto do Emprego e Formação Profissional (IEFP)
Portugal	Mr Francisco CANEIRA MADELINO
Alternate	Instituto do Emprego e Formação Profissional (IEFP)
Spain	Ms María José MUNIOZGUREN LAZCANO
Member	Consejera Técnica de la Subdirección General de Formación Profesional Ministerio de Educación Cultura y Deporte
Spain	Ms Rosario MARTÍN HERRANZ
Alternate	Jefe del Servicio de Metodología y Evaluación Ministerio de Trabajo y Asuntos Sociales
Sweden	Mr Dan FAGERLUND
Member	Senior Adviser National Agency of Education Ministry of Education and Science
Sweden	Mr Johan LINDELL
Alternate	Ministry of Education and Science
United Kingdom	Ms Franki ORD
Member	Head of EU Training Policy European Union Division - Department for Education and Employment
United Kingdom	Ms Melanie SPEIGHT
Alternate	EU Co-ordinator Central and South East Europe Department Department for International Development

ANNEX 7: Table of the Foundation events during 2001

Date	Event	Location	Organiser
JANUARY			
14-16	Regional Skills Training Seminar	Turin, Italy	ETF
22-23	Documentary Information Network	Thessaloniki, Greece	CEDEFOP
FEBRUARY			
1	Meeting with World Bank	Turin, Italy	ETF/WB
2-3	Post-communist transition ten years later. Challenges and outcomes for Europe and the role of CEI	Forlì, Italy	Italian Ministry of Foreign Affairs
5-7	Sector analysis seminar	Turin, Italy	ETF
MARCH			
5	Dissemination Seminar on Entrepreneurial training for the growth of SME's - Lessons from Central and Eastern Europe	Sofia, Bulgaria	ETF
13	Dissemination Seminar on Entrepreneurial training for the growth of SME's - Lessons from Central and Eastern Europe	Kaunas, Lithuania	ETF
19	Meeting of the national co-ordinators from the candidate countries, for the consultation process on the memorandum on lifelong learning	Brussels, Belgium	ETF
21-23	Adult lifelong learning	Eskilstuna, Sweden	Ministry of Education and Science
27	IWL round table	Zagreb, Croatia	ETF
27-30	Annual meeting of the Tacis National Observatories and Co-ordination Units	Turin, Italy	ETF
APRIL			
2-6	Assessing Management Training needs in Central and Eastern Europe	Kaunas, Lithuania	CEEMAN/ETF
2-6	Assessing Management Training needs in Central and Eastern Europe	Riga, Latvia	CEEMAN/ETF
3	ETF/CEDEFOP Scenario Project - national seminar	London, UK	CEDEFOP/ETF
4-7	Annual meeting of the National Observatories - Candidate countries	Turin, Italy	ETF
4-6	Annual meeting of the National Observatories in South Eastern Europe	Turin, Italy	ETF
5	ETF/CEDEFOP Scenario Project - national seminar	Prague, Czech Republic	CEDEFOP/ETF
7-8	Innovative practices in vocational education and training standards	Turin, Italy	ETF
19	ETF/CEDEFOP Scenario Project - national seminar	Warszawa, Poland	CEDEFOP/ETF
23-25	Lifelong learning and social dialogue	Malmö, Sweden	ETF
23-25	Tempus regional seminar on regional cooperation and networking	Tirana, Albania	ETF

Date	Event	Location	Organiser
24	ETF/CEDEFOP Scenario Project - national seminar	Bonn, Germany	CEDEFOP/ETF
24	ETF/CEDEFOP Scenario Project - national seminar	Ljubljana, Slovenia	CEDEFOP/ETF
MAY			
14-16	FORUM 2001: Sustainable Development in the New Economy	Paris, France	OECD
21	Internal training on VET Standards	Turin, Italy	ETF
28-31	National Tempus Office Closing Conference	Hungary	ETF
JUNE			
12-13	Governing Board Meeting	Turin, Italy	ETF
17-19	IWL final conference	Portoroz, Slovenia	ETF
20-21	VET policy Seminar	Opatija, Croatia	ETF
28-29	HRD co-ordinators working group	Turin, Italy	ETF
28-29	MEDA AF regional meeting	Maroc	ETF
28-30	Fifth European conference of Ministers of Education of the EU member states and the candidate countries	Riga, Latvia	ETF attendance
29	National Tempus Office Closing Conference	Czech Republic	NTO
SEPTEMBER			
10-11	National Tempus Office Closing Conference	Slovakia	NTO
11	Dissemination Seminar on "Methodology for identifying Future Skills and Key Occupations" 20th regional Meeting on VET reform in Central Asia and the Caucasus in the frame of the GTZ project (National Observatories and AF members involved)	Bishkek, Kyrgyzstan	NOB Kyrgyzstan, NOB Uzbekistan, European Institute of Education and Social Policy in Paris
13-15	Advisory Forum Accession Group Regional Meeting	Nicosia, Cyprus	ETF
17-18	National Tempus Office Closing Conference	Riga, Latvia	NTO
18-19	PHARE VET planning seminar for dissemination conferences	Sarajevo, BIH	PHARE VET Office
18-25	Visit of Finnish and Latvian Delegations on the frame of the project "Developing Strategies for Knowledge Management"	Tbilisi, Georgia	National Board of Education of Finland, NOB Georgia, ETF
19	ETF/CEEMAN survey project on "Assessing management training needs in CEE", stage 2	Budapest, Hungary	International Business School
21	ETF/CEEMAN survey project on "Assessing management training needs in CEE", stage 2	Kiev, Ukraine	International Management Institute
24-25	Seminar on VET policy	Belgrade, Federal Republic of Yugoslavia	ETF

Date	Event	Location	Organiser
24-30	Study Visit of Mongolian & Kyrgyz delegations in the frame of the Project "Anticipation of skills needs at regional level"	Prague, Czech Rep.	NOB Czech Rep, Observatoire Régional de l'Emploi et de la Formation (OREF), NOB Kyrgystan, NOB Mongolia, ETF
24-30	Study Visit of Mongolian and Kyrgyz delegations in the frame of the Project "Anticipation of skills needs at regional level"	Dijon, France	NOB Czech Rep, Observatoire Régional de l'Emploi et de la Formation (OREF), NOB Kyrgystan, NOB Mongolia, ETF
27-28	National Tempus Office Closing Conference	Sofia, Bulgaria	NTO
27-29	Seminar on Education Legislation for South Eastern European countries	Bled, Slovenia	Centre for Education Policy Studies (CEPS), University of Ljubljana, Open Society Education Programs - South East Europe (OSEP-SEE)
OCTOBER			
30 Sep - 7 Oct	Study Visit of Kyrgyz delegation to Employers Organisations in the frame of the project "Training for Enterprise Development"	UK	Kyrgyz Team of the project "Training for Enterprise Development"
1-2	Scenarios and strategies conference	Tallinn, Estonia	ETF/CEDEFOP/N OB Estonia
4-5	Training course in "Evaluating the impact of investments in HRD"	Turin, Italy	ETF
5-19	NW Russia VET reform; Study visit to France - regional VET councils, branch consultative councils	France	Afpa, NW Russia VET reform project office
8-12	NW Russia VET reform; Study visit to Finland – school management boards	Finland	Aike International, NBE
1-10	Study visit on staff development by key Albanian VET actors	Bulgaria and Greece	NOB Albania
11	Tempus NTP/TIP Meeting	Brussels	CEC/ETF
12	Visit of Commissioner of DG EAC - Viviane Reding	Torino, Italy	ETF
15	VET Reform in Ukraine Seminar	Kiev	NOB Ukraine, ETF

Date	Event	Location	Organiser
16	Steering Committee "VET Reform in Ukraine"	Kiev	NOB Ukraine, ETF
15-16	Monograph Meeting with experts Poland	Turin, Italy	ETF
16	Visit of International Leonardo Project Team	Turin, Italy	ETF
16	Innovative practices for training trainers	Turin, Italy	ETF
19	National Tempus Office Closing Conference	Bucharest, Romania	NTO
21-23	Teacher training session	Damascus, Syria	ETF
22	Presentation of the Results of Tacis Observatory evaluation by Igor Filatotchev	Turin, Italy	ETF
25-27	Second Manform day	Tunis, Tunisia	ETF/Ministry of VET
26	Kick-off meeting: Policy and Management in VET	St.Petersburg, Russian Federation	Regional Observatory
26-27	National Conference on Work and Employment	Zagreb, Croatia	Intercon Zagreb
30	Donor Co-operation	Tashkent, Uzbekistan	NOB Uzbekistan, ETF
NOVEMBER			
30 oct-9 Nov	Visit of Finnish delegation in the Frame of the project "Developing strategies for knowledge Management.	Tiblisi, Georgia	National Board of Education of Finland, NOB Georgia, ETF
5	Workshop on planning and developing the Observatory function in Algeria	Algiers, Algeria	ETF
5-7	Monograph Meeting with experts	Malta	ETF
5-12	Training of National Observatory Assistants on Project Management Cycle	Almaty, Kazakhstan	NOB Kazakhstan, ETF
12-14	Second Annual Meeting of National Observatory Team Leaders	Almaty, Kazakhstan	NOB Kazakhstan, ETF
13	Governing Board Meeting	Torino, Italy	ETF
14-16	NTIs/TAIEX seminar	Lodz, Poland	TAIEX
14-16	Workshop on VET Management - how to use financing as management tool	St.Petersburg, Russian Federation	NW Russia Vet reform project office, ETF
15-17	Training on Identifying new Key occupations	Bishkek, Kyrgystan (Uzbzkistan involved as well)	NOB Kyrgyzstan, NOB Uzbekistan, European Institute of Education and Social Policy in Paris, ETF
16	Final Meeting of Tacis Programme Assistance to VET Reform	Tashkent, Uzbekistan	FASS

Date	Event	Location	Organiser
16	Internal Training Session on Statistics	Torino, Italy	ETF
21-22	National Observatory meeting – Candidate countries	Turin, Italy	ETF
21-23-24	National Observatory meeting – Western Balkans	Turin, Italy	ETF
23-24	HRD Planning : Regional Skills Survey Meeting	Turin, Italy	ETF
26-27	Meeting of the European Forum for Quality of Vocational Training	Brussels, Belgium	CEDEFOP
26-27	Expert meeting on "Assessing the area of adult education in central and eastern European countries"	Turin, Italy	ETF
30	Regional conference on VET against social exclusion micro-projects dissemination	Croatia	NOB Croatia
30	Brainstorming on "Skills Development for Enterprise"	Turin, Italy	ETF
DECEMBER			
13-14	Meeting on the Country Monograph – Hungary	Turin, Italy	ETF
17-18	Meeting on the Country Monograph – Malta	Turin, Italy	ETF
5	NW Russia VET reform; Teaching Materials Fair	St. Petersburg, Russian Federation	NW Russia Vet reform project office, ETF
5	Tempus Committee Meeting	Brussels, Belgium	CEC

ANNEX 8: Table of the Foundation's publications during 2001

Publication	Language	Country (where appropriate)
Annual report 2000	DA DE EN ES FI FR GR IT NL PT SV	
Work programme 2001-2003	DE EN FR IT RU	
A comparative review of vocational education & training and labour market developments in South Eastern Europe	EN	
Assessing management training needs in Central and Eastern Europe - Ceeman	EN	Hungary, Latvia, Lithuania, Ukraine, Cross country
Creating a framework for continuing vocational training in a lifelong context	EN	
Current practices across Europe to assist in the inclusion of Roma / gipsy population through education and training and employment opportunities	EN	
Entrepreneurship in education and training	EN RU	
Entrepreneurship in education and training leaflet	EN RU	
Factsheets SEE	EN	Albania, Slovenia, Montenegro, Croatia
How to carry out qualitative labour market assessments	EN RU	
National observatory country reports (Candidate countries, Western Balkans as well as the New Independent States and Mongolia)	EN	FYROM, Croatia, Montenegro, Bosnia
National reports Meda	FR/EN	Algeria, Libya, Jordan
Overview of management development support for small and medium sized enterprise growth in the Mediterranean region	EN / FR	Egypt, Jordan, Lebanon
Rebuilding South Eastern Europe: manpower implications for the construction section	EN	
Regional seminar on youth unemployment in South Eastern Europe	EN	

Publication	Language	Country (where appropriate)
Review and lessons learned of Phare vocational education & training reform programmes 1993-1998	EN	
Summary and analysis of the feedback from the candidate countries on the Commission's Memorandum on Lifelong learning	EN + FR DE only www	Supporting document to the Commission's Communication 'Making a European area of Lifelong learning a reality'
Tacis key indicators 2000	RU	
Small and medium sized enterprise education and training in South Eastern Europe (only www)	EN	
National reports (only www)	EN	Bulgaria, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland Slovenia

ANNEX 9: GLOSSARY OF COUNTRY CODES

<i>European Union Member States</i>		<i>Candidate Countries</i>		<i>Western Balkans</i>		<i>NIS & Mongolia</i>		<i>MEDA Countries and Territories</i>	
A	Austria	BG	Bulgaria	ALB	Albania	ARM	Armenia	DZ	Algeria
B	Belgium	CZ	Czech Republic	BIH	Bosnia and Herzegovina	AZB	Azerbaijan	EG	Egypt
D	Germany	CY	Cyprus	FYR	Former Yugoslav	BR	Belarus	IL	Israel
DK	Denmark	EE	Estonia		Republic of Macedonia	GEO	Georgia	JO	Jordan
E	Spain	H	Hungary	CRO	Croatia	KAZ	Kazakhstan	LB	Lebanon
F	France	LV	Latvia	FRY	Federal Republic of	KYR	Kyrgyzstan	MA	Morocco
SF	Finland	LT	Lithuania		Yugoslavia	MOL	Moldova	PS	Palestinian Authority
GR	Greece	MT	Malta			MNG	Mongolia	SY	Syria
I	Italy	PL	Poland			RF	Russian Federation	TN	Tunisia
IRL	Ireland	RO	Romania			TAD	Tajikistan		
L	Luxembourg	SK	Slovak Republic			TME	Turkmenistan		
NL	Netherlands	SLO	Slovenia			UKR	Ukraine		
P	Portugal	TR	Turkey			UZB	Uzbekistan		
S	Sweden								
UK	United Kingdom								