



European Training Foundation

# **SINGLE PROGRAMMING DOCUMENT 2022 - 24**

## **WORK PROGRAMME 2022**

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# PREFACE

Our Strategy 2027 sets out the vision for the European Training Foundation (ETF) to become a reference for human capital development (HCD), providing policy advice to partner countries, supporting sustainable reforms of education and training systems in a lifelong learning perspective, and promoting skills for the future. As an agency of the EU, the ETF's action directly supports the external action of the Union and contributes to the achievement of the 2030 Sustainable Development Agenda.

Through the implementation of the strategy in 2022-24, the ETF aims to become a global asset for the EU, a resource that can be mobilised to support EU investment in human capital, support policy dialogue, financial programmes and promote knowledge sharing. It will work with the European Commission to enhance the strategic impact of EU funds for the benefit of partner countries with a focus on the sustainability of reforms, promotion of green economies and digital transformation.

Building upon its regular exchanges with various thematic and geographic EC services and further encouraged by the Commission opinion, the ETF will continue working towards the common EU objectives of Global Europe and the international dimension of the new EU Skills Agenda, seeking added value and synergies with various EU programmes, and pursuing opportunities to work beyond current partner countries or to engage in new priority thematic areas in order to respond to relevant requests.

Whilst the ETF's geographic scope will continue to focus on the EU neighbourhood and Central Asia, its priorities will adapt to changes in the world. The ETF will increase the impact of its actions and the reach of its expertise in partnership with the Commission services, other EU agencies, international organisations and development agencies to address challenges and opportunities for human capital development in other parts of the world, including Africa. In the framework of the newly adopted Commission instruments and in the spirit of the Team Europe approach, the ETF will reinforce its collaboration with EU members states supporting HCD in partner countries and engage with international financial institutions (IFIs) on 'policy first' investment in HCD.

The brutal shock of the COVID-19 pandemic has shaken the status-quo and imposed a predisposition to continuous change. It has profoundly influenced labour markets and the workplace and requires new skills sets so that everyone can make the best use of opportunities while mitigating emerging risks. It has also created an incentive for countries to reform their education, training and labour market systems to be further responsive to socio-economic needs, be more resilient to shocks and to move towards comprehensive, open and flexible lifelong learning systems. Keeping a level of agility to respond to the protracted crisis, the ETF's 2022 workplan foresees support to countries to build back better by embracing these changes through medium to long term policy reforms. It does so by integrating other transitions such as technological change, the greening of economies, demographic factors and migration.

During the second year of implementation of its multi-annual workplan, the ETF will continue to focus on delivering its core services as a knowledge hub, monitoring and assessing HCD systems and providing meaningful policy advice. It will do so under eight thematic focus areas and through an innovative, circular in-house organigramme and with a wide range of external partners.

Last but not least, as an organisation, the ETF will also continue to develop itself, ensuring the well-being of its staff, working towards digital maturity and becoming greener.

Cesare Onestini, ETF Director

# LIST OF ACRONYMS

ABAC	Activity-based accounting system
ABB	Activity-based budgeting
ADB	Asian Development Bank
AFD	Agence Française de Développement
ALMPs	Active Labour Market Policies
BC	British Council
ENABEL	Belgian Development Agency
Cedefop	European Centre for the Development of Vocational Training
CORLEAP	Conference of Regional and Local Authorities for the Eastern Partnership
CPD	Continuous Professional Development
CSOs	Civil Society Organisations
CVT/CVET	Continuing vocational training/ Continuous vocational education and training
DARYA	Dialogue and Action for Resourceful Youth in Central Asia
DCI	Development Cooperation Instrument
DG	Directorate General
DG EAC	Directorate General Education and Culture
DG EMPL	Directorate General Employment, Social Affairs & Inclusion
DG GROW	Directorate General Internal Market, Industry, Entrepreneurship and SMEs
DG HOME	Directorate General Home Affairs
DG INTPA	Directorate General International Partnerships
DG NEAR	Directorate General Neighbourhood and Enlargement Negotiations
DG REGIO	Directorate General Regional and urban Policy
DG SG	Directorate General Secretariat-General
DG TRADE	Directorate General Trade
DigComp	European Digital Competence Framework
DOL	Distance and open learning
DVV	Institute for International Cooperation of German Adult Education Association
EaFA	European Alliance for Apprenticeships
EaP	Eastern Partnership
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EEAS	European External Action Service
EEHub	Entrepreneurship Education Hub
EESC	European Economic and Social Committee
EISMEA	European Innovation Council and Small and Medium-sized Enterprises Executive Agency
EFSD+	European Fund for Sustainable Development Plus
EIP	Economic Investment Plan
ELA	European Labour Authority
ENABEL	Belgian Development Agency
ENE	ETF Network for Excellence
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
EntreComp	Entrepreneurship Competence Framework

EPSO	European Personnel Selection Office
EQARF	European Quality Assurance Reference Framework
EQAVET	European Quality Assurance in Vocational Education and Training
EQF	European Qualifications Framework
ERI SEE	Education Reform Initiative of South East Europe
ERPs	Economic Reform Programmes
ESAP	Employment and Social Affairs Platform
ET 2020	Strategic framework for European cooperation in education and training
ETF	European Training Foundation
EU	European Union
EU-OSHA	European Agency for Safety and Health at Work
Euromed	Euro-Mediterranean Partnership
EVTA	The European Vocational Training Association
FTE	Full-time equivalent
GAP	Gender Action Plan
GDP	Gross domestic product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
HCD	Human capital development
ICT	Information and communications technology
IFI	International Finance Institution
ILO	International Labour Organisation
IOM	International Organisation for Migration
IPA	Instrument for Pre-accession Assistance
LuxDev	Luxembourg Development Cooperation
MISMES	Migrant Support Measures from an Employment and Skills Perspective
MTD	Medium-term deliverables
NDICI	Neighbourhood, Development and International Cooperation Instrument
NEET	Not in education, employment, or training
NQF	National qualifications framework
OECD	Organisation for Economic Co-operation and Development
OIB	Office for Infrastructure and Logistics in Brussels
PES	Public Employment Services
PMO	Paymaster Office
PSD	Private Sector Development
QA	Quality assurance
RCC	Regional Cooperation Council
RCI	Regional Competitive Initiative
SBA	Small Business Act for Europe
SEE	South Eastern Europe
SEE2020	South East Europe 2020 Strategy
SEECCEL	South East European Centre for Entrepreneurial Learning
SME	Small and medium-sized enterprise
SPD	Single Programming Document
SRC	Sector Reform Contract
THAMM	Towards a Holistic Approach to Migration
UfM	Union for the Mediterranean

UNESCO	United Nations Educational, Scientific and Cultural Organization
VET/TVET	(Technical and) vocational education and training
VNFIL	Validation of non-formal and informal learning
WBL	Work-based learning
WBPET	Western Balkans Platform on Education and Training
YEM	Youth Employment in the Mediterranean

## ETF partner regions and country acronyms<sup>1</sup>

<b>South Eastern Europe and Turkey</b>	<b>SEET</b>
Albania	AL
Bosnia and Herzegovina	BA
Kosovo* <sup>2</sup>	XK <sup>3</sup>
North Macedonia	MK
Montenegro	ME
Serbia	RS
Turkey	TR

<b>Southern and Eastern Mediterranean</b>	<b>SEMED</b>
Algeria	DZ
Egypt	EG
Israel <sup>4</sup>	IL
Jordan	JO
Lebanon	LB
Libya <sup>5</sup>	LY
Morocco	MA
Palestine <sup>6</sup>	PS
Syria <sup>7</sup>	SY
Tunisia	TN

<b>Eastern Partnership</b>	<b>EaP</b>
Armenia	AM
Azerbaijan	AZ
Belarus	BY
Georgia	GE
Moldova	MD
Ukraine	UA

<b>Central Asia</b>	<b>CA</b>
Kazakhstan	KZ
Kyrgyzstan	KG
Tajikistan	TJ
Turkmenistan	TM
Uzbekistan	UZ

<b>Other partner countries</b>	
Russia <sup>8</sup>	RU

<b>Cooperation with other countries</b>	
African Union	AU

<sup>1</sup> These acronyms come from the [EU's interinstitutional style guide](#)

<sup>2</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

<sup>3</sup> 'XK' is a code used for practical reasons and not an official ISO country code.

<sup>4</sup> ETF support to Israel takes place in the context of EU-Israel cooperation and related Guidelines on eligibility of Israeli entities and their activities in the territories occupied by Israel since 1967 for grants, prizes and financial instruments funded by the EU from 2014 onwards

<sup>5</sup> ETF resumed cooperation with Libya in 2018. If conditions allow, the ETF will continue to support the EUD in 2021-22

<sup>6</sup> This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

<sup>7</sup> No activities are currently envisioned in Syria

<sup>8</sup> ETF support to Russia takes place in the context of EU-Russia cooperation and with respect to Council Decision 833/2014 and subsequent acts



# ETF MISSION, VISION AND VALUES

## Mandate

*The ETF's mandate is to contribute, in the context of EU external relations policies, to improving human capital development in partner countries by delivering high quality and timely support to the EU's external policies and actions, providing relevant policy advice and targeted direct technical support to partner countries to facilitate their development towards the adoption and implementation of policies supporting the improvement of education and training systems and lifelong learning.*

## Mission

The ETF's mission is to be a global catalyst for change and innovation in lifelong learning systems.

## Vision

The ETF's vision is to achieve stability and prosperity in our partner countries through sustainable and adaptable lifelong learning systems.

## Values

At the ETF, our core values define who we are and how we work, they guide everything we do from interaction with each other to interaction with our partners.

**Act with integrity, honesty and respect:** we aim to keep our word and our commitments, pay attention to the environment we work in, be honest with and respect each other and our partners.

**Innovate and co-create:** we inspire with successes and solutions based on data and diagnostics. Together with our partners we explore new methodologies and learning mechanisms and spot potential opportunities for improvement. We are curious and want to learn, we co-create.

**Embrace diversity of perspective:** we embrace our differences and use them to inspire our thought and problem-solving processes, we discuss and innovate building on our and our partners' experience.

**Focus on people:** we work with people for people and place the individual at the centre of their own learning.

**Pursue evidence-based excellence:** at the ETF, evidence-based excellence is advice informed by the best available evidence, whether acquired through published research or based on experience and context. We analyse whether and why a particular system or practice works in accordance with the preferences and values of our partners.

**Drive change:** we welcome new ideas, seek support for our ideas, and adapt our ideas to different contexts in order to innovate and change.

In the wake of the new strategy, in 2021 the ETF has undertaken a review of its values within the 'One ETF' change process. This exercise will continue in 2022. It will revisit the core values of the ETF.

# Section I – GENERAL CONTEXT

## Policy context

As the only EU agency working solely in the context of EU external action, and in line with the [European Commission's priorities for 2019-24](#), the ETF contributes to building a stronger Europe and to achieving social fairness and prosperity in the EU neighbouring (enlargement countries, Neighbourhood East and South) and other partner countries. It responds to the EU's political commitment to support human capital development (HCD) as a key priority in its external assistance to third countries and to the neighbourhood.

The basis for EU external action is the [EU Global Strategy](#), which prioritises strengthening the resilience of states and societies in particular in the EU's surrounding regions to the east and the south. The ETF will support the geopolitical Commission, notably at the crossroads of the ambition for a stronger EU in the world (Western Balkans' European Perspective, Eastern and Southern Partnership, and [Comprehensive Strategy for Africa](#)), empowering people with education and skills (through the skills and human capital dimensions of the [Green Deal](#), [Migration & Asylum Pact](#), [Investment & Jobs](#), [Gender Action Plan \(GAP\) III](#) and [Europe Fit for the Digital Age](#)). The ETF increases the performance and quality of education and training systems in line with the [VET Recommendation](#), [the Osnabrück Declaration](#), [the European Skills Agenda](#), [Bridge to Jobs](#), [Recommendations for Youth Guarantee update](#) and identifies changing skills demands in the EU neighbourhood, working closely with EU Delegations, international donors, and other EU bodies to improve the effectiveness of assistance and development projects. Its work contributes directly to economic growth and social cohesion, fostering resilience and tackling the root causes of migration.

The ETF's operations in developing countries are further guided by [the European Consensus on Development](#), which aligns the Union's development policy with the 2030 Agenda for Sustainable Development. Through the consensus, the EU and its Member States commit to supporting inclusive lifelong learning and equitable quality education in developing countries, including promoting education at secondary and tertiary level, technical and vocational training, and work-based and adult learning. Special attention is paid to education and training opportunities for girls and women. Digital literacy and skills are an important tool to empower people, especially women and people in vulnerable and marginalised situations, to promote social inclusion and to facilitate their participation in democratic governance and the digital economy.

In the **regions** where it works, the ETF contributes to the EU regional policies. In the Western Balkans and Turkey, it operates under the EU Enlargement Policy and in particular, the [Instrument for Pre-Accession Assistance](#). The EU recently adopted the Economic and Investment Plan for the Western Balkans which includes human capital development and the youth guarantee. The ETF will be fundamental in the implementation of this in the Western Balkans. The Western Balkans Agenda on Innovation, Research, Education, Culture, Youth and Sport is a solid basis for the engagement of the ETF based on an agreed action plan.

In the EU Neighbourhood region, the ETF operates within the framework of the [European Neighbourhood Policy](#), which aims to build more effective partnerships between the EU and its neighbours towards a more stable EU neighbourhood, in political, socio-economic and security terms. It also builds on the Joint Communication on a renewed partnership with the [Southern Neighbourhood](#) which puts emphasis on human development, digital and green transitions, as well as its economic and investment plan. As regards the EU's Eastern neighbourhood, the ETF contributes to the [Eastern](#)

[Partnership \(EaP\)](#) policy initiative<sup>9</sup> under which the EU, its Member States and the six partner countries have committed to developing a stronger economy, stronger governance, stronger connectivity and a stronger society, including increased possibilities for mobility. The ETF also takes into account the [Eastern Partnership policy beyond 2020 - Reinforcing Resilience - an Eastern Partnership for resilient economies, resilient digital transformation and for more inclusive societies](#).

The [Africa-EU partnership](#) and the new [Africa Communication](#), as well as the [Communication on the Africa-Europe Alliance for Sustainable Investment and Jobs](#) are reference points for the ETF's work with the African Union. They stress the importance of technical and vocational education and training and skills development both through Pan-African and national initiatives to support growth and job creation in strategic development areas. Encouraged by the Commission opinion, the ETF plans to continue to engage with Africa and the African Union in 2022. As such, the delivery of training seminars for EU Delegations, a regional study on centres of excellence to support DG INTPA, as well as the support to the [African Continental Qualifications Framework](#) (ACQF) project as part of the multi-annual programme "AU-EU Skills for Youth Employability" are significant developments for ETF engagement in Africa. The [new EU Strategy for Central Asia](#) is the basis for the ETF's operations in that region, including a commitment to provide substantial support to vocational education and training.

The ETF also contributes to the [European Dialogue on Skills and Migration](#), the [New Pact on Migration and Asylum](#), and to the [Global Approach to Migration and Mobility](#).

Facing the challenge of operating in (post)-conflict countries and fragile environments, the ETF takes into account the [Communication on Education in Emergencies and Protracted Crises](#).

**Thematically**, ETF operations are inspired by the overall importance of human capital development in policies applying to EU Member States, such as the [European Skills Agenda](#), which is based on five building blocks calling for collective action to mobilise stakeholders and investments for lifelong skills development that lead to jobs and the [Youth Employment support](#) specifically targeting young people as part of the recovery from the COVID-19 pandemic. [The European Pillar of Social Rights](#) sets out 20 key principles and rights (among which the right to education and the Youth Guarantee) to support fair and well-functioning labour markets and welfare systems in the EU as an element of the social cohesion policy domain. In the June 2021 European Council welcomed the EU headline targets on jobs, skills and poverty reduction set out in the European Pillar of Social Rights Action Plan, in line with the Porto Declaration, including the EU-level target of at least 60 % of adults participating in learning every year by 2030. ETF work is also inspired by the Communication on Achieving the European Education Area by 2025, as well as the [Council Resolution on a strategic framework for European cooperation in education and training towards the European Education Area and beyond \(2021-2030\)](#).

The [European Green Deal](#), and the accompanying [Just Transition Mechanism](#), foresees proactive reskilling and upskilling for the workforce to adapt to new processes in the green economy, an update of the European Skills Agenda and the Youth Guarantee, as well as the establishment of a Green Agenda for the Western Balkans and an environment, energy and climate partnership with the Eastern Partnership and the Southern Neighbourhood.

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<sup>9</sup> 4.1.4 "Investing in People" of 18 March 2020 Joint Communication on the future of the EaP

Drawing from the EU gender equality strategy 2020-25, the ETF takes into account the [EU Gender Action Plan III](#) - an ambitious agenda for gender equality and women's empowerment in EU external action, with a commitment of 85% of all new external action spending having gender equality and women's empowerment as a principal or significant objective.

## Multiannual Financial Framework (MFF) 2021-27

**The multiannual financial framework (MFF) 2021-27** foresees stronger coordination between external and internal policies to ensure a more coherent implementation of the 2030 Agenda for Sustainable Development, the EU Global Strategy, the European Consensus on Development, the European Neighbourhood Policy, as well as the external dimension of migration, including the Partnership Framework with third countries on migration. According to the adopted MFF<sup>10</sup>, the annual allocations to 'Neighbourhood and the World' has increased to a total amount of €98.4 billion (in 2018 prices). Most existing financial instruments are being merged into a Neighbourhood, Development and International Cooperation Instrument (NDICI) – 'Global Europe' with a total financial envelope of €79.5 billion (in 2021 prices), of which €60.4 billion are planned for geographic programmes, including €19.3 billion for the Neighbourhood maintaining an adequate geographical balance, €29.2 billion for Sub-Saharan Africa, €6.4 billion for thematic programming and €3.2 billion for rapid response mechanisms. A cushion of €9.5 billion is foreseen for new needs or emerging challenges and priorities to address unforeseen circumstances, such as crisis and post-crisis situations or migratory pressure, or to promote new Union-led or international initiatives or priorities. The allocation for the Instrument for Pre-Accession Assistance (IPA) III, supporting beneficiaries on their path to fulfilling the accession criteria, has been allocated €14.1 billion (in 2021 prices). It is providing support to Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia, Serbia and Turkey. Furthermore, strategic investments in connectivity of infrastructure, SMEs, energy efficiency, innovation, digital and green economy will be included via the External Action Guarantee under the NDICI – Global Europe, which will also cover IPA beneficiaries. It will have the capacity to guarantee investments of up to €53.4 billion worldwide (under the European Fund for Sustainable Development Plus (EFSD+)) by leveraging private capital to complement direct external cooperation grants.

The new architecture for the EU's external action instruments reflects the need to focus on strategic priorities both geographically – the Western Balkans, the European Neighbourhood and Africa and thematically – access and quality at all levels of the education systems in partner countries, youth employability, lifelong learning, inclusion of women and decent work for all, in support of the 2030 Agenda for Sustainable development and the implementation of the European Pillar of Social Rights. This puts new demands on the ETF in its support to EU actions in the pre-accession and neighbourhood regions as well as the rest of the world, to support the external dimension of EU policies. As set out in the Commission opinion, the ETF is to use its agility in programming *"to respond to the new European Commission priorities and to pursue opportunities to work beyond current partner countries or to engage in new priority thematic areas"*.

## Regional context

The ETF's geographical scope covers the neighbouring countries of the EU, including South Eastern Europe, Western Balkans and Turkey (SEET), Eastern Partnership (EaP), Southern and Eastern Mediterranean (SEMED) and Central Asia. The ETF is also active in areas of Africa and in particular

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<sup>10</sup> ["Council Regulation \(EU, Euratom\) 2020/2093 of 17 December 2020 laying down the multiannual financial framework for the years 2021 to 2027"](#)

with the African Union in a project as part of the “AU-EU Skills for Youth Employability” programme. As a knowledge actor, the ETF is working in the global arena on the topic of HCD.

## Western Balkans and Turkey

At the Berlin summit in 2021, the Commission reconfirmed its commitment to cooperation with and support for the region in its post-pandemic recovery through the Economic and Investment Plan, focusing on green and digital transition investments, smart mobility links, sustainable energy, digital infrastructure, and business sector development and human capital, including youth. The Commission also called for further progress in the region's economic integration to reap the full benefits of the planned investment.

The Western Balkans Agenda on Innovation, Research, Education, Culture, Youth and Sport is an important policy vehicle for the region. The objectives, priorities and the tentative roadmap of key actions of this agenda are important for the region especially following the COVID-19 pandemic.

Taking into account the effect of the pandemic, fostering the stability, prosperity and the European perspective of the region remains a key priority for the EU. The pandemic has hit the societies and economies of the region hard. The EU acted very quickly to support its Western Balkan partners from the start of the crisis, mobilising a very substantial package to help address the immediate health crisis and mitigate the socio-economic crisis.

In line with the European Commission priorities, green transition, digital transformation and an economy that works for people are crucial for relaunching and modernising the economies of the Western Balkans, helping to create jobs and growth, addressing the long-standing challenges faced by young people in the region such as limited job prospects and inequality.

Education, culture, youth and sport, together with research and innovation, are recognised as essential drivers to boost the region's economic development, its competitiveness and social cohesion.

According to PISA<sup>11</sup>, the region is struggling to attain the same level of development as many of its neighbours, with per-capita gross domestic product being lower and youth unemployment rates being higher than most countries in Central and Eastern Europe, despite significant improvement. PISA 2018 results show that learning outcomes in the region are highly inequitable. Boys perform worse than girls at rates exceeding international averages. In systems with linguistic minorities, learning gaps between linguistic student groups can be greater than 70 points in reading. Compared to students enrolled in general upper-secondary programmes, students enrolled in vocational programmes underperform to larger degrees than across OECD countries.

Culture and inter-cultural dialogue processes also have an outstanding role in creating an enabling environment for strengthening and reconciling communities. The Western Balkans Agenda on Innovation, Research, Education, Culture, Youth and Sport outlines a comprehensive, long-term strategy for cooperation with the Western Balkans in these fields. It will contribute to the economic development and regional cooperation in the Western Balkans building on the overall EU support for a rapid restart of the region's economy and the on-going accession process.

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<sup>11</sup> [OECD \(2020\), Education in the Western Balkans: Findings from PISA, PISA, OECD Publishing, Paris](#)

The ambitious Economic and Investment Plan for the region to support the twin green and digital transition proposes to mobilise up to €9 billion of IPA III funding for the period 2021-27 as well as €20 billion in loans, leveraged by the new Western Balkans Guarantee facility, with the ambition to potentially raise investments of up to €20 billion. Its flagship on the Youth Guarantee will support youth activation and employability in the region. This is complemented by the Council's recommendation on vocational education and training for sustainable competitiveness, social fairness and resilience as well as the European Skills Agenda and the European Pillar of Social Rights. Last but not least, Erasmus+ has the objective of supporting the Western Balkans countries to achieve programme country status.

Within the Western Balkans Agenda for Innovation, Research, Education and Culture, the ETF is committed to support implementation of relevant actions through its work programme, i.e., monitoring and reporting under Osnabrück Declaration, Digital Learning or Centres of Excellence.

The ETF will continue cooperating with regional bodies like RCC, ERI SEE and Western Balkans Six Chamber Investment Forum in line with agreements and be actively involved in the Berlin Process.

### EU Neighbourhood South

25 years after the launch of the Barcelona process, the Mediterranean region is facing a number of governance, socio-economic climate, environmental and security challenges, exacerbated by the COVID-19 pandemic. Protracted conflicts in the region impact heavily on populations that suffer forced displacement and hosting communities taking a heavy burden in countries undergoing important socio-economic troubles and instability. Based on this, at the end of 2020, the European Council called for a renewed and strengthened partnership with the Southern Mediterranean neighbours, as a strategic imperative for the EU, to provide a common response and to join forces for economic recovery (including in the aftermath of COVID-19), and an improved quality of life.

The new agenda comprising a [new joint communication on the southern partnership](#) and an [Economic Investment Plan](#) (EIP) were officially adopted in February 2021.

Climate change, the digital and green transitions, as well as the post-covid recovery represent opportunities to commit to a common people-centred agenda. The policy areas included in the new partnership are the following:

- **Human development, good governance and the rule of law:** Renew the shared commitment to democracy, the rule of law, human rights and accountable governance;
- **Resilience, prosperity and digital transition:** Support resilient, inclusive, sustainable and connected economies that create opportunities for all, especially women and youth;
- **Peace and security:** Provide support to countries to address security challenges and find solutions to ongoing conflicts;
- **Migration and mobility:** Jointly address the challenges of forced displacement and irregular migration and facilitate safe and legal pathways for migration and mobility;
- **Green transition: climate resilience, energy, and environment:** Taking advantage of the potential of a low-carbon future, protect the region's natural resources and generate green growth.



These priority areas will guide the EU's policy multi-annual programming. For the period 2021-27, the European Commission proposes to mobilise up to **€7 billion under the NDICI**, including European Fund for Sustainable Development Plus guarantees and blending under the Neighbourhood Investment Platform, which would help mobilise private and public investments of up to **€30 billion** in the Southern Neighbourhood<sup>12</sup>. The EIP is indicative and may evolve depending on progress in policy development, political contexts and bilateral cooperation with countries.

The regional dialogue is complemented by the Union for the Mediterranean (UfM) an intergovernmental Euro-Mediterranean organisation which brings together the countries of the European Union and the countries of the Southern and Eastern Mediterranean. The ETF cooperates closely with the UfM Secretariat and is part of the task force guiding the monitoring process of the fourth Ministerial Declaration priorities.

In the area of skills development and employability, a number of regional programmes covering HCD areas are EU funded. Some explicitly cover skills development or address entrepreneurship and entrepreneurial learning to foster employability. Others target social partners to strengthen their involvement in skills development and policy making. The ETF follows the regional programmes closely and is, for example, part of the steering committee of the [Youth Employment in the Mediterranean](#) (YEM) project, an observer in the [CREACT4MED project](#) and interacts amongst others with [Towards a Holistic Approach to Labour Migration](#) (THAMM), a regional project in the field of mobility and migration, funded under the EU emergency fund for Africa covering Egypt, Morocco and Tunisia.

## Eastern Partnership

For the countries bordering the EU to the east is the Eastern Partnership (EaP) initiative, which is a joint policy initiative that started in 2009, aiming to deepen and strengthen relations between the EU, its Member States and its six Eastern neighbours: Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine. The EU's Global Strategy and the revised European Neighbourhood Policy guide the EU's relations with its neighbours and call on the need to focus on increasing the stabilisation and resilience of the EU's Eastern neighbours.

Within this framework, there is a joint commitment to deliver tangible results for citizens across the region. In support of a more results-oriented approach towards the Eastern Partnership, 20 key deliverables for 2020 have been identified with clear milestones. In March 2020, the [Joint Communication on Eastern Partnership Policy beyond 2020](#) was approved to set out the broad framework based on the following priority areas: Economy (which includes also Education, Youth, HCD, LLL); Governance; Environment and Green Deal; Digital Transformation; and Inclusive Societies.

In this context, since 2009, the ETF has been involved and engaged in regional policy dialogue, bringing the skills development dimension through close and efficient cooperation with DG NEAR and related DGs in thematic clusters and pillars such as employment, digital, entrepreneurship, etc. In particular since 2018, the ETF has supported the EaP monitoring of the 20 deliverables; the policy

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<sup>12</sup> For more information also see the [Renewed partnership southern neighbourhood en.pdf \(europa.eu\)](#) and [eu-southern-neighbourhood-partnership en.pdf \(europa.eu\)](#)

dialogue within Platform 4 (mobility and people-to-people); and the expertise in the frame of the two initiatives of EU4Youth and EU4Digital.



## Central Asia

The five Central Asian countries - Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan - have undertaken a profound structural transformation process moving from centrally planned to market economies. The countries vary considerably in terms of population, size, economic development and openness to the outside world, yet they also share a number of common features.

The policy agenda between the EU and Central Asian countries is mainly defined on a bilateral basis, while in May 2019 a joint Communication was adopted on [The EU and Central Asia: New Opportunities for a Stronger Partnership](#) aiming to forge a stronger, modern and non-exclusive partnership with the countries of Central Asia so that the region develops as a sustainable, more resilient, prosperous, and closely interconnected economic and political space.

In this framework, education and training as a priority area for regional inter-action and cooperation. Under the previous strategy, the so-called Central Asian Education Platform (CAEP) was established to support regional dialogue and cooperation in VET and higher education. The ETF was an active CAEP partner. Currently, in the framework of the 2021 Action Programme, a regional programme is being developed which should not be considered a mere CAEP successor, but rather as a contribution to regional post-Covid recovery with a focus on young people (including a strong gender aspect and an emphasis on inclusive approaches that consider the significant regional and urban-rural disparities). The programme, called DARYA, will foster the improved employability of young people in Central Asia through inclusive and labour-market oriented skills development.

## Russia

ETF support to Russia takes place in the context of EU-Russia cooperation and, in particular, Council Decision 833/2014 and its follow-ups, which include the continuation of support for projects facilitating people-to-people contacts mainly in the fields of scientific research, education and cross-border cooperation. In general, the ETF follows the EU policy on Russia which is centred on five guiding principles: full implementation of the Minsk Agreement, which is a precondition for the lifting of sanctions; strengthening relations with the EU's eastern partners including Ukraine and Central Asia; strengthening the EU's resilience; selective engagement with Russia; increasing support to civil society and promoting people-to-people contacts. The ETF priority for 2022-24 in Russia focuses on the follow up of actions identified in the fifth round of the Torino Process (2018-2021) and on specific thematic discussions involving other partner countries and EU Member States.

## African Union

The EU's relationship with Africa is a key priority for the Commission. The new post-pandemic reality and the growing urgency of the climate crisis make this relationship all the more important. The EU vision of the future Africa-EU partnership is outlined in the 2020 Joint Communication ["Towards a Comprehensive Strategy with Africa"](#). It proposes working together on five key global trends:

- A partnership for the green transition and energy access
- A partnership for digital transformation
- A partnership for sustainable growth and jobs
- A partnership for peace, security and governance
- A partnership on migration and mobility

Despite the postponement of the sixth European Union - African Union Summit to 2021, long-term strategic priorities remain at the forefront of the partnership with Africa, all of which are even more important and urgent in a post-COVID world. Over the next seven years, under the new EU financing instrument NDICI - Global Europe, €29 billion is foreseen for Sub-Saharan Africa and €12.5 billion is set aside for the Southern Neighbourhood, of which a significant part will go to North Africa.

In this framework, over the past years, ETF support has increasingly been requested and the ETF has been active in sharing knowledge and expertise where relevant. As such, the ETF supported the African Continental Qualifications Framework (ACQF) project, which is part of the multi-annual programme “AU-EU Skills for Youth Employability”, aiming at improving the occupational prospects of young Africans through the provision of innovative market-oriented skills development and supporting measures to facilitate the recognition of qualifications between African countries. This initiative is also part of the renewed commitments under the Africa-Europe Alliance for Sustainable Investment and Jobs and one of the milestone deliverables of the commitments made at the fifth AU-EU Summit in Abidjan in 2017. In fact, the ACQF Mapping Study identified a larger number and diversity of qualifications frameworks than previously known from such regular analyses as the Global Inventory of National and Regional Qualifications Frameworks<sup>13</sup>, and a proposed new phase of ACQF is under discussion with a broad plan of ten outputs (2022–25) and potentially a robust contribution to the Europe Africa strategy, through a focus on mobility (the essence of qualifications frameworks) in view of a wider learning and skills ecosystem.

Furthermore, upon request from DG INTPA, the ETF is providing training on HCD for EU Delegations and is working on a study on centres of vocational excellence aiming to identify barriers and enablers to high-quality vocational education and training in Sub-Saharan Africa. The study (to be delivered in December 2021) looks into why some high-quality or high-performing vocational schools and centres in Sub-Saharan Africa are good at what they do. Encouraged by the Commission opinion, the ETF looks forward to continuing to engage with Africa, to seek synergies with partners and uptake for its products to support the implementation of the wider EU-Africa strategy.

## Institutional context

The ETF operates within the EU institutional framework. The mid-term financial outlook for the agency is stable in real terms<sup>14</sup>, representing a 2% increase in nominal terms matching expected inflation. The ambitions of the ETF Strategy 2027 are constrained by the available budget.

Given the subsidy has been fixed under the MFF for the 2021-27 period, there are two possible options to increase the use of the ETF's expertise as well as the ETF's revenue. The first is that the Commission provides contribution agreements to the ETF to implement the actions as part of its cooperation with third countries, while a second option would be for the ETF to provide remunerated services for other international actors.

With regard to other EU agencies, the ETF is an active member of the EU Agencies Network. Cooperation agreements are in place with the European Centre for the Development of Vocational Training (Cedefop) and the European Foundation for the Improvement of Living and Working Conditions (Eurofound). These agreements foresee early consultation on work programme

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<sup>13</sup> A joint initiative of the European Centre for the Development of Vocational Training (Cedefop), the European Training Foundation (ETF) and the United Nations Educational, Scientific and Cultural Organization (UNESCO) and is updated every two years (Cedefop, ETF, UNESCO, 2019)

<sup>14</sup> [SEC\(2021\)-250](#) – June 2021 - Statement of estimates of the European Commission 2022

development and yearly action plans that set out further forms of exchange and, where appropriate, joint activities. In particular, regarding the cooperation between the ETF and Cedefop, the two agencies cooperate in a number of thematic areas and share knowledge through regular meetings. To ensure synergies, the ETF Director has a seat on the Management Board of Cedefop, Eurofound and European Labour Authority (ELA) as an observer.

Cooperation with third countries and international organisations is mandated in the [ETF Recast Regulation](#) to facilitate the exchange of information and experience among international actors engaged in human capital development reform in partner countries and between the EU and partner countries and among partner countries. The agency will seek opportunities to cooperate with entities that can advance the HCD agenda in countries for increased impact and added value.

With its 2027 strategy, the ETF is further strengthening its delivery through partnerships, and it is an active member of the Inter-Agency Group led by UNESCO where key global players in the area of human capital development, skills and VET share information and cooperate actively. Methodologies and tools are developed in a range of key policy areas such as: the future of work, including digital skills; matching and anticipation of skills needs and shortages; qualifications and qualifications systems; the contribution of skills recognition for migration management; work-based learning and apprenticeship; teacher and teacher training; education information systems/key performance indicators; and entrepreneurship.

It is against this background that the ETF fulfils its mandate to contribute, in the context of EU external relations policies and in support of the Team Europe approach, to improving human capital development by supporting countries to create inclusive and innovative lifelong learning systems.

## Section II - MULTI-ANNUAL PROGRAMMING 2022-24

### 1. Multi-annual work programme

The ETF Governing Board adopted the new ETF Strategy 2027 in June 2019<sup>15</sup>, paving the way for the ETF to put in place a package of services that better address the pressing needs that countries face to make skills provision more responsive to the changing demands of industry and the challenges of new technologies, environmental change, migration and changing skills needs.

In preparation for the development of the strategy, a thorough review of ETF past work was conducted taking in the results from evaluations alongside an intensive consultation process using a Policy Delphi methodology with key ETF stakeholders. The evaluation findings and feedback from stakeholders confirmed the added value of the ETF to:

- bring together a unique mix of expertise, innovation, in-depth analysis and policy dialogue capacity in the field of human capital development with a deep-rooted understanding of country context and,
- through its expertise development, prepare thematic and system-level analysis and studies, and ensure the continuous quality of its services.

Based on these findings, the strategy sets out the changes required of the ETF to broaden its area of expertise in response to the shifting trends away from formal schooling towards wider learning pathways, and from isolated solutions towards comprehensive and integrated ones across education and training systems.

The aim for the ETF for the period 2021-27 is to consolidate its services delivery as:

- A global asset **for the EU** providing expertise on human capital development through a **diverse provision of clearly agreed services**
- A reference **for partner countries for sector analysis, policy advice and to develop capacities**
- A **global knowledge hub** in the field of human capital development in transition and developing countries
- An **important resource for programming** and preparing and monitoring EU investment in human capital development
- A **partner to the EU to enhance the strategic impact of EU funds**

The ETF's interventions reflect the priorities of the EU with reference to the human capital development (HCD) sector. Priorities for the operational direction of the ETF are agreed with the ETF Governing Board and EU services cooperating with the ETF.

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<sup>15</sup> [ETF Strategy 2020-27](#)

## 1.1 The ETF's response to COVID-19

The outbreak of COVID-19 and subsequent impact on socio-economic demands and challenges of EU partner countries, as well as education and training disruptions, have confirmed the role of skills in determining the capacity of individuals, communities and countries to adopt resilient responses to the crisis, put in place inclusive policies and actions, and engage in a fast-moving post-emergency phase.

The ETF has monitored the evolution of the impact of COVID-19 in the partner countries as regards both education and training as well as socio-economic issues. Based on current demands and future perspectives, investment in skills at all stages of the life of individuals are key to confronting immediate demands as well as accompanying transformation processes towards greening, digitalisation and inclusiveness.

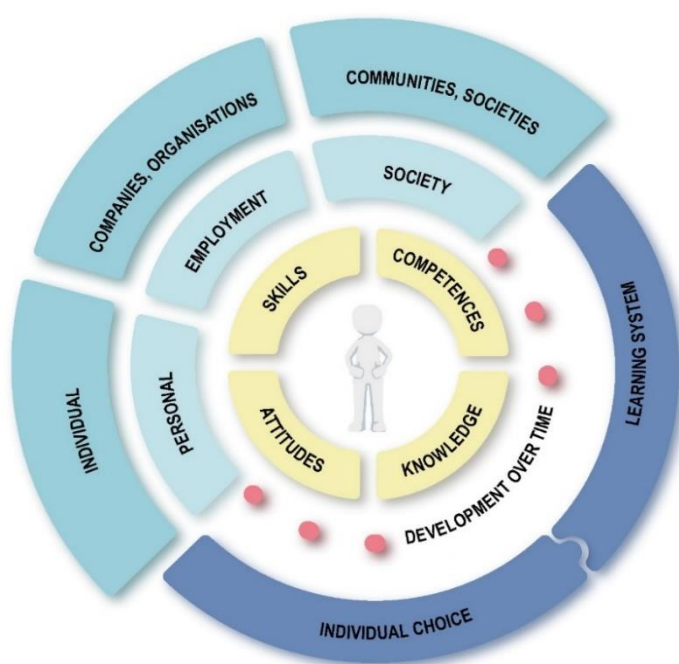
From the onset of the pandemic, the ETF has adapted its work programme to address the immediate demands and offer flexible and customized support to its stakeholders. Building further on lessons learned, the ETF continues to support partners in medium and longer-term transformation processes such as translating their experiences of digital and online learning in response to the pandemic into blended learning strategies, support to active labour market policies in particular targeting youth and women, and skilling, upskilling and reskilling in the context of enterprises. This is reflected in the activities and further expansion of networks where the ETF seeks to position the skills agenda as a key component of economic and social development processes.

## 1.2 The ETF's approach to human capital development and lifelong learning

### Human capital development

Human capital development (HCD) is the cornerstone of the ETF's work as stated in its mandate: 'to contribute, in the context of EU external relations policies, to improving human capital development'<sup>16</sup>. For the ETF, the understanding of human capital development is guided by five key principles:

1. Human capital development stands not only for skills and competences but also for the knowledge and attitudes of people. Human capital is something that belongs to the people, to each of us individually. This means that the ETF's support to the development of human capital is meant to benefit learners first and foremost.
2. Developing the skills, competences, knowledge and attitudes of a person is not only an aim in itself, but it is also for realising the potential of individuals as members of society.
3. Developing the skills, competences, knowledge and attitudes also benefit companies, organisations, communities and society overall. Human capital is a key factor in the promotion of prosperous, innovative and inclusive societies.



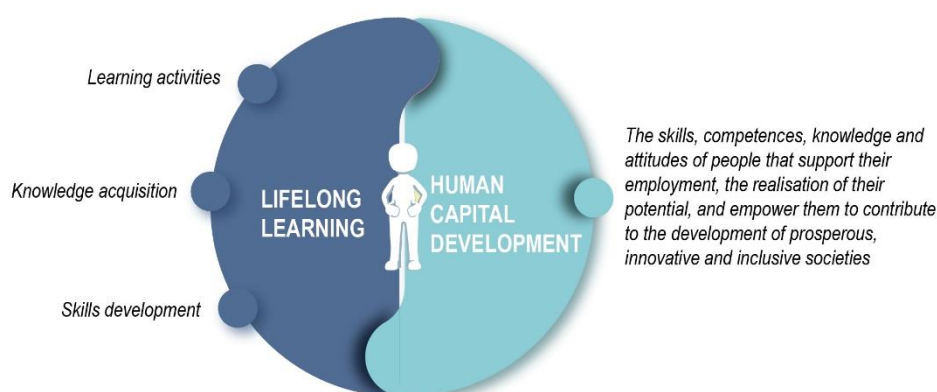
4. HCD is a dynamic notion, which means that it has to be developed over time to ensure that people can adapt and respond to rapidly changing environments.
5. Participation in HCD should always be a matter of individual choice. However, it is the responsibility of each country to create learning systems that provide opportunities and incentives for everyone to develop themselves at any point in their lives, should they wish to.

**Human capital development** is the provision of support to countries for the creation of lifelong learning systems that provide opportunities and incentives for people to develop their skills, competences, knowledge and attitudes throughout their lives to realise their potential, for employment purposes, and as a contribution to prosperous, innovative and inclusive societies.

<sup>16</sup> Art. 1.2 REG (EC) NO 1339/2008: human capital development shall be defined as work which contributes to the lifelong development of individuals' skills and competences through the improvement of vocational and education training systems

## Human capital development through lifelong learning

For the ETF, human capital development places the learner at the centre, signalling a shift towards learning opportunities that accommodate the needs of autonomous and independent individuals who may not be bound to a single provider, fixed educational path or to a predefined learning age. Placing the learner at the centre signals a shift towards the creation of sustainable and adaptable lifelong learning systems.



The ETF approach to **lifelong learning** is to focus on all learning that contributes to developing skills that promote the professional fulfilment of people, including their long and short-term employability, their capacity to innovate, and to actively participate in society. The key principles are:

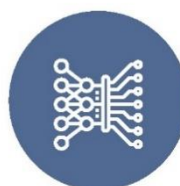
- Learner at the centre
- Shift of focus away from only (formal) education and training systems towards flexible and individualised learning processes, learning opportunities and learning pathways
- Diversity of learning environments and purposes



LEARNER-CENTRED  
APPROACH



DIVERSITY OF  
LEARNING ENVIRONMENTS  
AND PURPOSES



FLEXIBLE LEARNING  
PATHWAYS



MULTIPLE PROVIDERS  
AND EDUCATIONAL PATHS

**Lifelong learning** refers to all learning activity undertaken throughout life, with the aim of improving knowledge, skills/competences and/or qualifications for personal, social and/or professional reasons.



### 1.3 Delivering in partnership

The ETF enters into partnerships and strategic alliances to increase the impact of its work and ensure a higher level of coordination and coherence of EU and international investment among the most relevant actors in the field of human capital development. The aim is to:

- Support greater impact of interventions
- Enhance efficiency gains and economies of scale
- Increase the visibility of the EU and the ETF in influencing policy in human capital development and lifelong learning

This will be done first and foremost through the consolidation of cooperation with EU services and by targeting ETF knowledge and products more accurately in order to align them with new EU priorities, maximise the uptake of its expertise, share good practice and support the EU external actions under the EU Enlargement and Neighbourhood policies, the Geopolitical Commission and the global agenda for achieving the 2030 Sustainable Development Goals.

In addition, targeted strategic alliances and partnerships will be identified that will provide the best value to implement the ETF Strategy 2027:

- **EU agencies:** joint work with other EU agencies, in particular Cedefop, EIGE, EISMEA, ELA, and Eurofound, will be strengthened in areas of shared interest to ensure mutual benefit and exchange of experience between the EU and partner countries. In particular, in the framework of cooperation with Cedefop, the two agencies are exploring the development of a joint project
- **EU Member States and bilateral organisations:** Cooperation with EU Members States, its agencies (Enabel, GIZ, DVV etc.) and other actors (VET toolbox) driving thematic development and implementation in countries will be a key to delivering the ETF's objectives. As such, the ETF will pay particular attention to the Team Europe approach to further enhance relevance and seek synergies and to pursue opportunities to work beyond current partner countries or to engage in new priority thematic areas.
- **International organisations and donors active** in the area of human capital development globally (such as OECD, UNEVOC/UNESCO/UII, UNICEF, UNIDO, ILO/ITC-ILO, IOM). The ETF will continue its cooperation, expertise contribution and knowledge exchange globally, in regional settings (such as UfM and the African Union), and at partner country level, within dedicated platforms and networks and with other international players active in the field of international skills investments and knowledge creation.
- **International financial institutions** investing increasingly in the area of human capital development (e.g. the European Bank for Reconstruction and Development, European Investment Bank, Asian Development Bank, World Bank and European Development Finance Institutions). The ETF will continue its cooperative approach with development and investment banks and seek the most impactful engagement towards policy and impact investment in HCD. It will do so in consultation with EC services and via a differentiated approach towards the IFIs.
- **Platforms and networks** to contribute to a global HCD agenda and to enable building on and benefiting from already existing partnerships, research and knowledge bases at regional and/or cross-country level with ERI SEE, EVTA, RCC, Skillman, the ASEM Education platform and WB6 CIF and UNIMED.



- **Non-state actors** including private foundations, non-governmental organisations and civil society actors active in the field of human capital development

More details on the involvement of partners are included in the project summaries and in Annex XII.

## 1.4 A differentiated approach

Differentiation means clearly identifying the added value of the ETF's actions bearing in mind the specific country context and the EU priorities as a basis for defining different packages of deliverables for different partner countries using a set of defined principles and criteria. Where needed, partner countries are clustered. ETF activities are planned, taking into account the level of EU and other donor investment as well as country ownership and commitment towards improving policies and performance in targeted areas. In the wake of this differentiation approach, the ETF will also further refine the consultation and engagement of partner countries in the planning and delivery of actions. Setting-up an advisory platform with partner countries for more systematic exchange at policy level is among the ideas to be explored.

Lastly, facing an increasing level of fragility its partner countries, the ETF is also adjusting its operations to the context of (post)-conflict countries and protracted crises to ensure the relevance of its interventions and supporting the resilience of lifelong learning systems.

### Principles

- Transparency using global and ETF benchmarks and indicators for decision-making processes on country actions;
- Effectiveness through actions for higher impact, to support EU policies and country priorities;
- Complementarity with EU and EU Member State goals and existing interventions;
- Alignment with partner country development strategies and policies.

### Requirements

- Maintaining the logic of partnership between the ETF and partner countries; and
- Maximising ETF resources and expertise, tailoring and better targeting direct country support actions.

## 1.5 Networks

The ETF's mandate tasks it with facilitating the exchange of information and experience amongst international actors involved in human capital development reforms in partner countries and disseminating information and encouraging networking between the EU and partner countries and between countries<sup>17</sup>. Networks are a key tool for stakeholder engagement, expertise development and expertise sharing as part of the ETF's function as a knowledge hub. They also allow for strategic orientation, foresight and positioning of ETF products and services to ensure their added value. Networks also cater for a bottom-up approach in maintaining hands-on cooperation with relevant stakeholders in partner countries. Following the experience of the pandemic, the ETF continues to

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<sup>17</sup> [Art.2 d\) & f\) Regulation \(EC\) No 1339/2008 of the European Parliament and of the Council of 16 December 2008 establishing a European Training Foundation \(recast\)](#)

invest in online engagement with all stakeholders to foster knowledge co-creation and innovation, peer learning and international cooperation.

More specifically the networks enable:

- initiating dialogue and facilitating exchanges of policies, practice and experience;
- identifying opportunities for joint methodological development and actions;
- sharing information and expertise;
- reaching out to stakeholder groups internationally and fostering international cooperation in education and training.

The ETF delivers through several types of network at international, regional and country level, including but not limited to:

- Networks of individual practitioners and organisations, in particular educators, trainers, centres of vocational excellence; civil society organisations and enterprises that invest and participate in skills development actions;
- Networks of institutions and policy shapers, that participate in ETF operational actions and engage in peer learning and exchanges of experts;
- Networks of experts including researchers collaborating to co-create and generate new knowledge, develop methodologies and disseminate results.

## 1.6 Advising EU institutions

The ETF provides policy advice and expertise to the EU institutions, namely the EC services, EEAS and EU Delegations based on continuous interaction and consultation and upon request<sup>18</sup>, for e.g.:

1. the different phases of the EU bilateral and regional external assistance project cycle (identification, formulation, operationalisation and implementation, monitoring and evaluation, both for project and budget support modalities);
2. contributing to programming (including joint programming in a Team Europe approach) and planning;
3. contributing to/facilitating external assistance related EU bilateral and regional policy dialogue processes;
4. reporting on the achievement of EU-led reporting and assessment processes on education and training reforms, such as the Copenhagen Process deliverables or the ERP;
5. development of methodological tools and guides to support EU external assistance (such as the analysis of indicators for budget support, the diagnostic assessments, etc.);
6. delivering of training sessions to address the specific contexts of partner countries and needs of the EU, especially the EU Delegations.

Following the enhanced cooperation of the ETF with various EU services both in terms of thematic priorities and geographic focus it can be expected that the demand for policy advice, expertise and monitoring from the ETF will increase even more. The provision of these services has to be directed in

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<sup>18</sup> See Annex XIV for planned requests 2021

a way that helps further develop synergies and complementarities with the EU and strengthens common efforts to ensure the success of reforms.




While the Commission will continue to streamline the types and the timing of the requests for ETF support, as per common practice, the ETF will continue to balance its resources with a flexible approach to absorb unforeseen requests (as far as possible) by a continuous reprioritisation during implementation.

## 1.7 ETF core services

The ETF Strategy 2027 outlines the following pillars that are at the core of its operational modalities.

- **Knowledge hub.** The breadth and the quality of the ETF's expertise as a global reference for education and training. The ETF accompanies countries in the transformation of their education and training systems. The ETF will make greater use of digital and online tools to engage with stakeholders, ensure wider access and distribution of knowledge, good practice and learning materials. It will continue to engage with international donors and stakeholders for knowledge exchange, expertise development and increased impact.
- **Monitoring and assessment.** The ETF has developed a series of diagnostic and assessment methodologies that cover education systems as a whole as well as specific policy and governance domains. The ETF will continue its work of policy learning and innovation, including developing and piloting methodologies and producing knowledge products. These methodologies/tools will be applied/scaled up on request to support EU and third country decision making.
- **Policy advice and input to EU external action priorities in the area of education and training.** As a result of the increased investment in the HCD sector from the EU and other international actors, the ETF plays a role in the programming of EU assistance, and in the provision of policy advice to EU and partner country stakeholders. Together with actions in countries, the ETF will further increase its involvement at international (regional and multi-country) level. The ETF will be an important actor in the delivery of EU external action priorities for regional and multi-country policy dialogue.

### Key outputs of ETF services

 <b>Knowledge Hub</b>	 <b>Monitoring and assessment</b>	 <b>Policy advice</b>
<ul style="list-style-type: none"> <li>■ Thematic networks</li> <li>■ Multi-country analysis</li> <li>■ Co-created models, methodological tools and guides for skills identification and development</li> <li>■ Thematic studies and analyses</li> <li>■ Innovative practices and approaches on education and training in a lifelong learning perspective</li> </ul>	<ul style="list-style-type: none"> <li>■ Intelligence management systems</li> <li>■ Datasets and statistical publications</li> <li>■ HCD country and regional assessments</li> <li>■ Country intelligence (snapshots, fiches, progress reports)</li> <li>■ Thematic intelligence (inventories, fiches)</li> </ul>	<ul style="list-style-type: none"> <li>■ Tailored policy advice and guidance for EU programmes, including content monitoring of EU programmes (bilateral and regional)</li> <li>■ Tailored policy advice and guidance for country reform processes, including through EU and other partners' interventions</li> </ul>

## 1.8 Strategic Objectives

The ETF intervention logic for the period 2022-24 is based on three strategic objectives with a focus on skills and education and training system development in a lifelong learning perspective. In detail they aim for:

- **Skills relevance and anticipation** - to identify changing skills demands and ensure skills relevance

There are profound changes in societies and economies that influence labour markets and the workplace and require new skills sets for individuals to make the best use of opportunities while mitigating emerging risks. The impact of technology on jobs and training, the greening of economies and new demands emerging in the markets, and the effect of the prolonged crisis generated by the impact of COVID-19 are only some of the important factors impacting on the lives and jobs of everyone everywhere. These changes and demands are the drivers that the ETF aims to address through its activities under this objective.

The ETF will support partner countries to monitor changing skills demands (also including skills gaps and skills mismatch) at national, sectoral and territorial level through the generation of new evidence. Methodological support and policy advice for the development of modern labour market information systems as well as inclusive and effective active labour market policies. The ETF will also provide policy advice for the modernisation of qualifications systems and the development of qualifications relevant to new labour market and workplace realities with particular attention to the comparison of national and regional qualification frameworks to the European Qualifications Framework (EQF), and improved focus on validation, micro-credentials and the modularisation of curricula. The ETF will continue its support to EU labour mobility and migration policies with a specific focus on the role of skills in tackling the root causes of migration on the one side, and in supporting talent partnerships and labour mobility on the other.

- **Skills development and validation** - to innovate skills development models and processes

The way skills are acquired is becoming continuously more diversified. Skills development takes place across people's lifetimes. It takes place in different learning environments (schools, training centres, workplaces, online etc.), applying different teaching and learning methods and requiring different, flexible and individualised learning pathways. The combination of key competences and technical skills is becoming ever more important for people's adaptability to new workplaces and professional development. Validating the skills and competences that people acquire in different ways is a must for access to employment and further learning, as is career guidance as a prerequisite for helping people to navigate in changing labour markets and in a world of diversified training provision.

Under this objective, the ETF will support partner countries to promote innovation in the teaching and learning of both young and adult learners in formal, informal and non-formal learning environments and tap into innovation already taking place to tackle these issues. The ETF will promote excellence in VET across partner countries and foster networking opportunities for centres of excellences between partner countries and the EU. Finally, the ETF will continue to provide support to enhance work-based learning and career guidance and strengthen its actions in supporting re-skilling and up-skilling strategies by cooperating more closely with private sector representatives and companies in partner countries.

- **Performance and quality of education and training policies**

Effective public policies imply good governance including: (i) coordinated and concerted action of actors at different levels that link education and training systems to economic and social developments; (ii) financing mechanisms that work in favour of policy objectives and ensuring adequate funds for policy implementation, efficiency and equity; (iii) quality assurance mechanisms; and (iv) regular monitoring and assessment of the performance of the education and training system taking into account countries' human capital development challenges.

The ETF will support countries to monitor and permanently improve the performance of their education and training systems and lifelong learning policies, using monitoring and assessment findings to provide tailored policy advice to EU interventions and to partner country systemic reforms to increase quality performance.

## 1.9 Geographic area of operation

### South Eastern Europe and Turkey

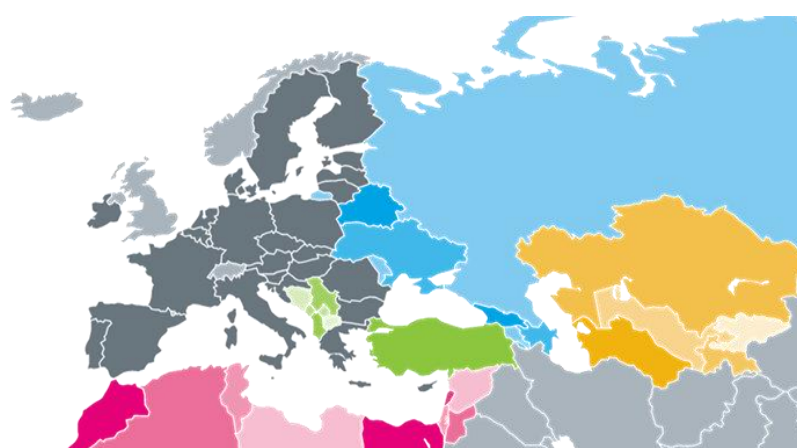
Albania  
Bosnia and Herzegovina  
Kosovo\*<sup>19</sup>  
North Macedonia  
Montenegro  
Serbia  
Turkey

### Southern and Eastern Mediterranean

Algeria  
Egypt  
Israel<sup>20</sup>  
Jordan  
Lebanon  
Libya<sup>21</sup>  
Morocco  
Palestine<sup>22</sup>  
Syria<sup>23</sup>  
Tunisia

### Eastern Partnership

Armenia  
Azerbaijan  
Belarus  
Georgia  
Moldova  
Ukraine



### Central Asia

Kazakhstan  
Kyrgyzstan  
Tajikistan  
Turkmenistan  
Uzbekistan

### Other partner countries

Russia

### Cooperation with other countries

African Union

<sup>19</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

<sup>20</sup> ETF support to Israel takes place in the context of EU-Israel cooperation and related Guidelines on eligibility of Israeli entities and their activities in the territories occupied by Israel since 1967 for grants, prizes and financial instruments funded by the EU from 2014 onwards

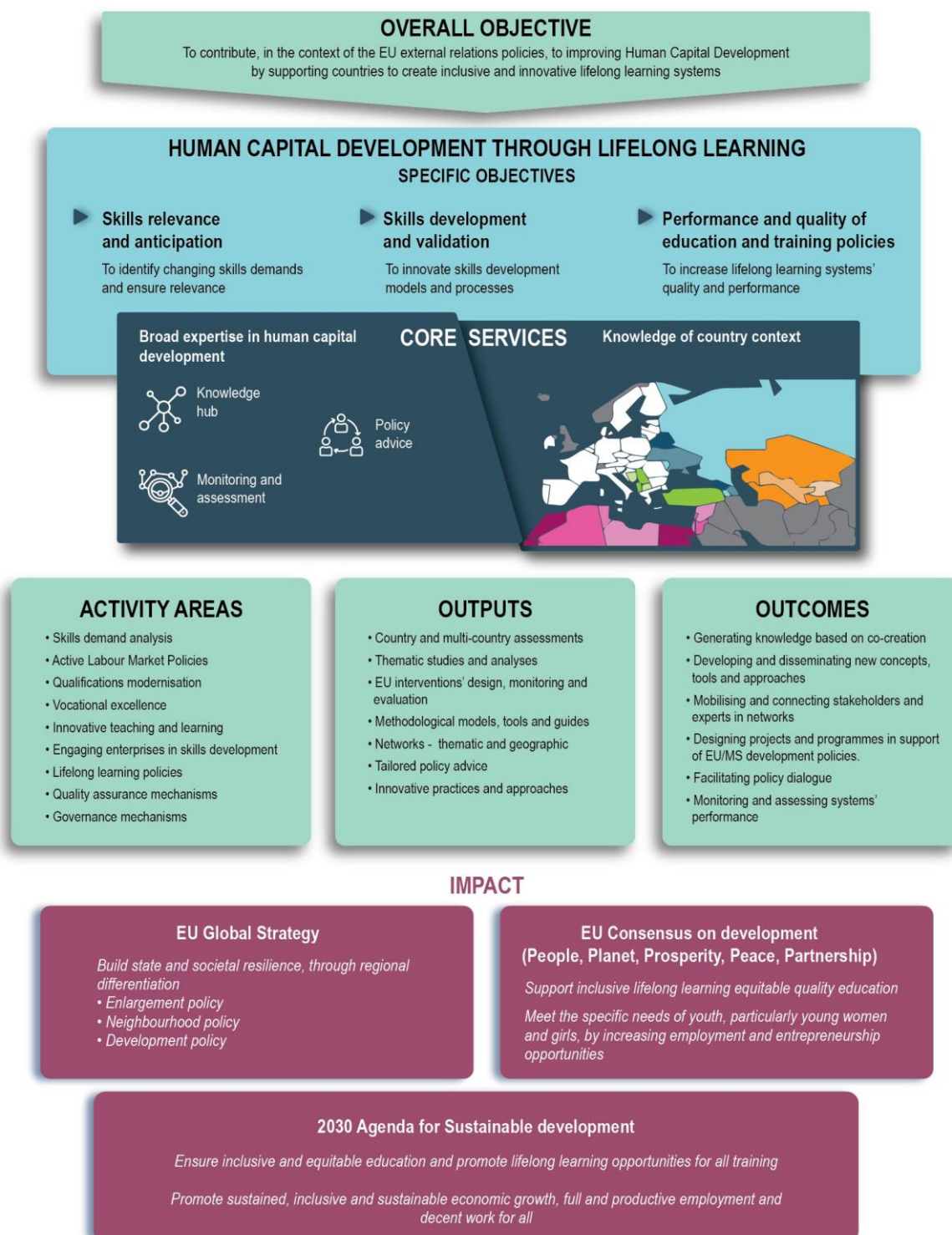
<sup>21</sup> The ETF resumed cooperation with Libya in 2018. If conditions allow, this cooperation will continue in 2021-22

<sup>22</sup> This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue

<sup>23</sup> The ETF aligns with the position adopted by the EU for EU-Syria bilateral relations [Syria | European Neighbourhood Policy And Enlargement Negotiations \(europa.eu\)](#); no activities are currently envisaged for Syria



## 1.10 ETF Intervention Logic



## 2. Human and financial resource outlook for 2022-24

During the period 2022-24, the human and financial resource outlook for the period are:

### Human resources

As a centre of expertise, the ETF relies fully on its staff to fulfil its core mission. Human resource management and development is therefore key to ensuring a supporting environment to enable successful implementation of the objectives of the ETF work programme as well as ensuring full compliance with the regulatory framework (i.e. Staff Regulations and their implementing rules). In line with the ETF Human Resources Strategy 2021-27 adopted in 2020, the priority areas gravitate around:

- Attracting and deploying, which refers to the strategic importance of recruitment and integration;
- Managing and retaining, which focuses on clarity of performance objectives, managing by results and providing career opportunities for staff to continuously make use of their competences, skills and capabilities;
- Growing and developing, which embraces the modalities of learning and thus developing;
- Caring for people and valuing diversity, which fosters respect for diversity and the centrality of well-being of staff so they can perform at their best.

Building on the identification and design of the implementation phases of the new HR strategy that took place throughout 2021, the focus during the next multi-annual period will be on reviewing key people management processes as well as on enhancing internal communication. The 'new normal' context of reviewing working modalities following the COVID 19 crisis is further accelerating the implementation of these change processes. In addition, as a transversal objective to increase efficiency, the ETF will continue the digitalisation of HR processes, making best use of the Commission's and other relevant software with the deployment of SYSPER foreseen in 2022.

### Finance and procurement

The challenge of optimising the trade-off between resources and performance will continue. The ETF will therefore continue to focus on budget performance and discipline whilst ensuring a robust, compliant and effective financial, and procurement management cycle. The ETF will:

- enhance the efficiency and effectiveness of budget implementation using information and communication technology, digitalising internal/external processes and deploying the new procurement and financial management systems (SUMMA, PPMT);
- optimise the use of procurement instruments by sharing them with EC services and other agencies for standard procurement needs;
- optimise and facilitate the integration of environmentally responsible purchasing;
- mobilise additional revenue as allowed by the reformed financial regulation and in addition to the EU contribution;
- implement efficient quality assurance measures within the ETF internal control and risk management frameworks.



## Facilities and security

The ETF ensures that all aspects of the ETF building, people and information are managed in a secure, effective and efficient manner in order to provide the agency, its staff and visitors with an optimal, safe and cost-effective working environment, while respecting corporate and regulatory compliance. Taking in environmental considerations, changing health situations and (cyber) security concerns, the ETF will:

- implement an Environmental Management System aligned with EMAS standards and implement improvement actions deriving from the objectives defined in the ETF environmental policy;
- improve the maintenance and management of the building and technological systems, including upgrades to adapt to 'next normal' working modalities;
- provide healthy, safe and secure on-site working conditions based on risk assessments and applicable regulations, facing the challenges of the COVID-19 crisis and the 'next normal' in its aftermath, in line with EU-OSHA analysis and indications;
- review the approach to security in a comprehensive manner by aligning with EU and international standards, with particular attention to IT and cybersecurity as well as information security;
- improve safety and security on missions by fostering cooperation with EEAS and other agencies and integrating the assessment for the increased health risks caused by the pandemic.

## Accounting

The ETF will continue to ensure high quality annual financial statements with the aim of receiving a positive audit opinion from the European Court of Auditors (ECA). The ETF will achieve this by maintaining and further enhancing its in-house accounting capacity with a focus on maintaining robust, compliant and auditable accounts and related documentation. In an attempt to increase cost-efficiency, the ETF plans to share accountancy services with other agencies.

## 2.1 Overview of the past and current situation

### Staff population overview for 2020

Over the last few years, the ETF has gradually managed to increase the number of allocated staff to the core operational activities from around 63% in 2015 to 72% in 2020 as highlighted in the job screening exercise (see table below) whilst reducing administrative support, coordination and neutral functions. The increase in the operational category is noteworthy given that natural departures, used to implement staff cuts, took place almost exclusively amongst HCD specialists. In addition, the ETF took advantage of article 38.2 of the Financial Regulation and started to offset 'the effects of part-time work authorised by other appointments.

Job Type (sub) category	2015 (%)	2019 (%)	2020 (%)
<b>Administrative support and Coordination</b>	<b>23.83</b>	<b>17.19</b>	<b>16.59</b>
Administrative Support	16.69	13.75	13.26
Coordination	7.14	3.44	3.33
<b>Operational</b>	<b>62.78</b>	<b>72.42</b>	<b>72.71</b>

Job Type (sub) category	2015 (%)	2019 (%)	2020 (%)
Top level operational coordination	3.01	2.97	2.95
Programme management	50.00	57.73	57.36
Evaluation & impact assessment	4.51	3.52	3.49
General operational	5.26	8.2	8.91
<b>Neutral</b>	<b>13.38</b>	<b>10.39</b>	<b>10.70</b>
Finance/Control	12.63	9.61	9.53
Linguistic	0.75	0.78	1.16

Between 2018 and 2020, staffing remained stable with 86 Temporary Agents, 41 Contract Agents, and 2 Local Agents. A limited change took place in 2020, where 1 Local Agent was replaced by one additional Contract Agent, making a total of 42 Contract Agents and 1 Local Agent.

The additional Contract Agent was authorised following the departure of the last Seconded National Expert in mid-2019. The seconded posts have not been continued due to the difficulties in attracting suitable candidates.

At the end of 2020, considering job offers sent before the end of the year, all but one of the establishment posts for Temporary Agents were occupied (1% vacancy rate).

### Expenditure for 2020

The ETF optimised its use of the budget contribution by achieving a commitment rate of 99.88% in 2020. Savings under Title 1 staff costs were carefully allocated to priority investments to cope with the challenges of COVID-19 (online working facilities, health and safety, equipment), while the operational budget has been implemented through an adapted set of measures (missions and face to face meetings and events reduced almost completely, compensated by increased on-line meetings, seminars, workshops and publications).

## 2.2 Resource programming for 2022-24

The resource programming for the new period has been updated and is in line with the forecast for the ETF contained in the adopted MFF for 2021-27 indicating that the mid-term financial outlook for the agency is stable in real terms<sup>24</sup>, representing a 2% increase in nominal terms matching expected inflation. The budget of the ETF has been moved from Heading 6 to Heading 2 acknowledging that, whilst the activities of the ETF are carried out in the neighbourhood countries, ETF activities are part of the external projection of EU vocational education and training policies which are all placed under Heading 2 of the Commission budget.

In the current context, should inflation be higher than 2% or the weighting factor for Italy increase, the operational budget of ETF would decrease and consequently put a strain on the ETF's capacity to deliver on its mandate and fulfil the ambitions of the ETF Strategy 2027.

<sup>24</sup> [SEC\(2020\)-250](#) – June 2020 - Statement of estimates of the European Commission

There are two main options possible to increase the use of the ETF's expertise and the ETF's revenue. The first is that the Commission and/or Member States provide contributions to the ETF to implement the actions as part of their cooperation with third countries. A second option would be for the ETF to provide remunerated services. The service contract for European Union external actions that the ETF has been implementing in 2021 'to deliver VET training seminars and study' on behalf of DG INTPA is an example of such actions and so are ongoing discussions around the implementation of the DARYA project for Central Asia on behalf of DG INTPA or the support to network of centres of vocational excellence on behalf of DG EMPL.

### 2.2.1 Financial resources

#### Justification

##### A) Revenue

The 2022 budget is based on the EU contribution of €21 726 000 in both commitment and payment appropriations, composed of a contribution of €21 378 798 from the Union budget and €347 202 from the recovery of surplus related to the 2020 budget execution.

The revenue for 2022-24 is expected to increase in nominal terms with 2% each year, ensuring stability in real terms.

As part of the future programming phase the ETF is in discussion with EC services to assess whether additional EU requests for actions might require appropriate dedicated funds and additional budget resources options.

##### B) Expenditure

The forecast for expenditure on Title 1 - staff expenditure is based on the following assumptions: a cumulative salary adaptation in line with the Commission's assumptions<sup>25</sup> (+2% in 2022 and in subsequent years) and a small decrease in the weighting factor. In addition, an upward impact on salary costs of the automatic increase in step and the annual reclassification exercise on the one hand and savings deriving from staff turnover and the retirement of senior staff replaced by more junior staff on the other hand, both affect the Title 1 forecast. Overall, the expectation is that there will be a net increase of 2.2% in staff expenditure compared to the 2021 budget and a similar increase of 2% for the subsequent period 2023-24.

The forecast for expenditure on Title 2 - infrastructure, is estimated at €2 million, a decrease of 8% compared to 2021. This mainly covers expenditure on facilities and IT. The sizeable improvements made to the premises in recent years also responding to the new demands raised by the pandemic, should help contain maintenance costs beyond 2021. An increase in IT and cybersecurity is however expected. Overall IT expenses should remain at similar levels to those in 2021. The expenditure for infrastructure is expected to decrease in 2023-24 linked to the improvements already introduced in the area of facilities. The ETF environmental certification (EMAS) project has seen significant investment in 2020, including renovations for a healthier and more environmentally friendly building and facilities, contributing to lower maintenance costs. As the new normality takes shape in terms of working modalities, some additional work could be expected in 2022. The assumptions concerning staff costs has led the ETF to revise the budget forecast for Title 3 - operational activities and look for ways to

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<sup>25</sup> Budget Circular for 2020 – Agency Instructions (20 Dec 2018)

increase efficiency in delivering activities. The experience of 2020 and 2021 linked to COVID-19 has forced the ETF to re-consider the modalities used to deliver its activities. In the coming years there is a possibility for a different breakdown between the different actions i.e., missions/services. The resources available for Title 3 are expected to increase for the period 2022-24 (+5.6% from 2021 to 2022), allowing the ETF to better fulfil its mandate. As per consolidated practice, savings in Title 1 will be assigned to operational activities and, if necessary, to infrastructure improvements.

### **Budget outturn and cancellation of appropriations (detailed data in table 3 Annex III)**

The 2020 budget outturn is €347 202 taking into account the reduced subvention request by €557,000. The main reasons for the increase in outturn are payment appropriations not used in Title 3 (€295 179). This is mostly linked to the delay in starting and implementing WP activities caused by the need to re-plan the ETF's activities in response to the effects of the COVID-19 pandemic.

For appropriations carried over in Title 1 and 2, the main reason for the cancellation of appropriations is linked to the actual costs being slightly lower than foreseen.

## **2.2.2 Human resources**

### **Staff population evolution (detailed data in table 2 Annex IV)**

During the period 2022-24, the ETF's total staff population will potentially slightly increase with additional short-term Contract Agents as the ETF intends to offset long-term part time workers, recurrent parental leave, or long-term sickness absences amongst the same population (Contract Agent administrative officers). Instead of offsetting them with interim workers, they would be offset with additional Contract Agents with short-term contracts instead. Considering the evolution of the Italian legislation and its related restrictions for the use of interim workers, stable offsetting of the reduced working time of contract agents time is becoming very difficult. The ETF's HCD experts are a scarce and valued resource on which the agency relies for the ETF's added value. All efforts will therefore continue to ensure that the proportion of staff allocated to operational activities is above 70%.

In early 2022, one AST 11 will retire, which, based on ETF staffing needs, will be replaced with an AD position. The establishment plan will therefore be decreased by 1 AST and increased by 1 AD from 2022. The proportion of AST would then decrease to 32.6% as opposed to 35.4% in 2013 (prior to the staff cuts) and that of AD would increase to 67.4%. As regards external personnel, the total number remains stable in 2022 at 43 including one Local Agent and as mentioned in the paragraph above, additional short-term Contract Agents. No Seconded National Expert is envisaged during the period 2022-24.

In order to deliver on additional services or new tasks, additional external staff is expected to be financed from contribution or service-level agreements currently under negotiation.

### **Resource outlook over the years 2022-24**

#### **A. New tasks**

The ETF is pursuing discussions with DG INTPA on the action document and future implementation of DARYA, a regional EC action for Central Asia to be funded within the 2021 action programme. DARYA has a focus on inclusive and labour-market oriented VET and skills development and is likely to start in early 2022 with a duration of five years. The ETF is likely to have a significant role in the implementation of DARYA. Confirmation on this is however only expected towards the end of 2021.

In parallel, the ETF is discussing its contribution to preparations and follow up of the African Union – EU Summit. With DG EMPL, the ETF is discussing its potential support to the network of centres of excellence. With DG NEAR discussions are ongoing on the diagnostics of education and training systems, as well as the next phase of the EU4Youth programme. And finally, the ETF is also expected to provide support to DG EAC's work on the Western Balkans countries achieving Erasmus+ programme country status.

## **B. Growth of existing tasks**

There are many areas of potential growth that could be developed with the EU services, Member States and international actors active in the field of human capital development. As such, the ETF's strategic focus on delivering in partnership is key to finding synergies. As such, the new NDICI and IPA III instruments and the Team Europe approach create promising opportunities both at partner country level and in terms of knowledge creation. The ETF will remain open to identifying opportunities that provide added value to the EU priorities and the implementation of the new financing instruments. Further encouraged by the Commission opinion<sup>26</sup>, the ETF will continue 'to pursue opportunities to work beyond current partner countries or to engage in new priority thematic areas in order to respond to relevant requests.

The Education Diagnostic Assessment (EDA) approach, which was implemented in Lebanon as input and advice to programming for DGNEAR and the EU Delegation, could also be applied again upon request from DGNEAR from 2022 onwards

## **2.3 Strategy for achieving efficiency gains**

The ETF continuously strives to improve its functioning through an integrated approach to monitoring performance. On an annual basis improvement actions are identified through the assessment of internal controls, annual performance assessment, risks assessment, audits and evaluations and an action plan is prepared.

Key areas of focus are:

A review of the resource allocation is done annually during the planning process. For human resources the aim is to increase the numbers and level of staff allocated to operational activities through reallocation of duties, staff mobility and training.

Financial resource allocations and circuits are reviewed annually and areas for streamlining processes are identified. As mentioned above, any savings in Title 1 are mostly allocated to operational core business activities. Close monitoring of resource consumption during the year with analyses of costs allocated to missions and (online) events also allow for improved efficiency gains during implementation, as was the case over the past two years as a result of the COVID-19 pandemic.

In the context of the new 2027 strategy, the ETF also implemented an organisational restructuring, with the aim of rebalancing line management, rationalising its organisational structure to deliver core services, further improving project management with the creation of a Project Management & Tools Unit and seeking efficiency gains.

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<sup>26</sup> Commission opinion of 17.8.2021 on the draft Programming Document (2022-2024) of the European Training Foundation (ETF) C(2021) 6033 final

As such, the creation of the Resources Unit merging the human resources, financial and procurement functions creates opportunities for synergies in various shared areas of the resource management sphere. This includes business process management, internal and external client management, legal framework and compliance issues linked to the principles of confidentiality, transparency, non-discrimination and equal treatment. The merge also enables efficiency gains in the financial circuits by combining the roles of financial and operational initiating agents, therefore reducing the number of actors involved in certain workflows.

On the operational side of financial management, a full review of the financial circuits has been done in the context of the restructuring and follow up of business processes is further enhanced within the newly set-up Project Management Unit that is working as a service centre supporting the different operational projects.

In terms of operational activities in partner countries, the new ETF strategy 2027 uses a differentiated approach in partner countries to maximise impact and use of resources. In practice this means a more streamlined and targeted approach to each country taking into account the level of investment of the EU and other international actors as well as country ownership and commitment in the areas targeted. The strategy foresees a decrease in smaller, pilot actions and a discontinuation of tasks that are resource intensive, towards actions with a higher added value and impact.

The ETF also aims to seek partnerships and strategic alliances with other international actors active in human capital development in partner countries to maximise synergies, identify joint actions and share resources in the spirit of the Team Europe approach.

Through the network of EU Agencies, the ETF will continue to explore areas for cost savings through shared services, joint procurement, as well as using Commission IT systems where shared infrastructure is more cost effective. In the area of services and as mentioned earlier, the ETF is recruiting an Accounting Officer and will share accounting services with another agency. Synergies and efficiency gains will also be sought in terms of procurement by continuing to participate in inter-institutional tenders, and by opening ETF contracts to other agencies where possible. Additionally, two members of the ETF management team are members of the agencies group of pool of investigators for administrative enquiries and of the agencies' board for disciplinary measures.

A digital transformation strategy and a digitalisation project were initiated in 2020 to review the internal IT infrastructure for a more integrated approach to increase the use of digital and online tools for delivering ETF services and engaging stakeholders as well as for internal efficiency gains. In a first phase, the ETF is undergoing a digital transformation process by reviewing its digital architecture, defining key principles and identifying levers for change towards becoming a (more) digitally mature agency. Capitalising further on the pandemic experience of shifting 100% to an online working environment, the transformation intends to seek further efficiency gains through the use of digital tools. Interoperability with EC services is also one of the key drivers through the integration of EC systems such as SYSPER, ARES and PPMT for staff, document and procurement processes as well as SUMMA at a later stage for financial management processes.

COVID-19 has further accelerated the digitalisation of internal processes (HR, financial workflows and electronic signature, procurement management) and external interaction (use of on-line digital tools for exchanges, meetings, etc.). It is planned to consolidate paper-less practices in the context of the new normal as well as to further automation in administrative processes.

The ETF is also taking advantage of this momentum to continue pursuing its environmental agenda and develop knowledge and experience in environmental management, to improve its environmental performance, which should in turn lead to efficiencies and savings on e.g., energy, building maintenance, materials consumption, etc.

Finally, efficiency gains will also be sought within the context of audits and evaluations. In particular, the IAS Strategic Internal Audit Plan 2021-23 indicates prospective audit topics on complementarity and cooperation mechanisms between the ETF and the EC services; and digitalisation and review of internal processes.



## Section III – ANNUAL WORK PROGRAMME 2022

### 1. Executive summary

The annual work programme 2022 is the second year of implementation of the new ETF Strategy 2027. The strategy presupposes a holistic approach to human capital development and lifelong learning and is underpinned by the principles of partnership and differentiation. Three strategic objectives are set in a coherent intervention logic for the period 2021-27.

Through the different work programmes in the period covered by the ETF Strategy 2027, the ETF will contribute to the ambitions of the European Commission, notably under the fifth priority (A stronger Europe in the world), supporting its partner countries to adopt lifelong learning policies to develop their human capital and, where relevant from a skills perspective, to support the transition towards greener economies and societies, to advance digital transformation in education and training, to focus on gender and equality, and to ensure a specific focus on the role of skills in tackling the root causes of migration. Skills relevance and anticipation activities aim at identifying the skills demand from economies and societies to inform the supply side on how to equip individuals with the skills needed for the transition to green and digital economies. Better knowledge about human capital development will inspire policies linked to labour mobility and migration to prevent brain drain and find win-win-win solutions for sending and receiving countries as well as individuals. Contributions to reskilling and upskilling the labour force will support investment and jobs.

As a result of the increased demand for ETF support that emerged during the COVID-19 pandemic and its impact on education and training systems as well as economic and social demands, the ETF has increased its focus on:

- Quality of learning and new methods of teaching and learning, including adult education, and upskilling and reskilling of labour force;
- Active labour market policies to support transition and establish new tools and methods to steer labour market supply and demand;
- Cooperation within sectors and among stakeholders to support excellence in skills development, sustainability, and social fairness through education and training.

Furthermore, across all its activity areas, the ETF has reinforced its four transversal dimensions:

- **Greening:** by ensuring attention to the impact of greening on skills demands, qualifications and skills development and embedding the 'green' factor across its operations to support the transition towards greener economies and societies in full alignment with the external dimension of the European Green Deal and the EU global agenda.
- **Gender:** by ensuring an increased and constant attention to gender and equality across its work in line with the European Consensus on Development and GAP III, and with specific attention to addressing structural inequalities in HCD, including in the post-COVID recovery period.
- **Digitalisation:** by focusing on the impact of digitalisation on skills demands and development as well as societal and economic dynamics, the ETF will reinforce its support countries and citizens.



- **Migration:** by focusing on the role of skills in tackling the root causes of migration and in supporting talent partnerships and labour mobility within EU labour mobility and migration policies.

The three strategic objectives and associated activity areas for 2022 are listed below. The delivery mechanism and associated outputs of each will be linked to the overarching core services of the Knowledge Hub, Monitoring and Assessment and Policy Advice as foreseen in the 2027 Strategy and outlined in more detail in section 1.7. Synergies are expected to mutually reinforce quality.

Skills relevance and anticipation <sup>27</sup>	Skills development and validation	Performance and quality of education and training policies
<ul style="list-style-type: none"> <li>■ Skills demand analysis</li> <li>■ Active labour market policies &amp; transition methods</li> <li>■ Modernisation of qualifications and establishment of qualification systems</li> </ul>	<ul style="list-style-type: none"> <li>■ Vocational excellence provision models</li> <li>■ Innovative teaching and learning</li> <li>■ Engaging enterprises in skills development</li> </ul>	<ul style="list-style-type: none"> <li>■ Lifelong learning policies and system change</li> <li>■ Quality assurance and governance mechanisms</li> </ul>

The actions are planned in 28 EU neighbouring countries (the ETF resumed cooperation with Libya in 2018, with preparations for the fifth round of the Torino process and support to the EU Delegation). If conditions allow, this cooperation will continue in 2022. A consultation process is in place to discuss the relevance of actions directly with partner countries based on a differentiated approach. There are no activities currently envisioned in Syria<sup>28</sup>. In 2022, the ETF will also refine its approach to working in a fragile context of (post)-conflict and protracted crises.

In 2022, encouraged by the Commission opinion, the ETF will continue to engage in new priority thematic areas and provide thematic expertise to support emerging EU priorities in work with the African Union and in other geographic regions or countries at the request of the European Commission.

## Assumptions

The proposed work programme for 2022 has been planned considering the macro level risks involved and is based on the assumptions that:

- the external environment in most of the partner countries remains (relatively) socially and politically stable

<sup>27</sup> Following the rationale of the multiannual intervention logic, the Validation of Skills is part of the second objective, while for operational reasons some related activities (namely VNFIL) are in project 2.3, together with the overall project on Qualifications.

<sup>28</sup> In line with EU -Syria bilateral relations: [Syria | European Neighbourhood Policy and Enlargement Negotiations \(europa.eu\)](https://european-council.europa.eu/media/166484/attachment/data/166484/1/EN_Syria_EU_Neighbourhood_Policy_and_Enlargement_Negotiations.pdf)

- institutional and political priorities in individual partner countries remain committed to and engaged in HCD and socio-economic policy reform processes
- the network of key partner country stakeholders remains relatively stable
- the ETF adapts its mode of programme delivery in the context of fragile, (post)-conflict and protracted crises (where and when relevant)
- the ETF has agile planning in place to reallocate resources to respond in a timely and flexible way, and at a high level of quality and relevance to EC and EU Delegation requests<sup>29</sup>
- the ETF adapts its mode of programme delivery to address the constraints from the COVID-19 pandemic and its aftermath through digital and other means.
- the ETF has adequate measures in place to ensure the continuation of remote working should the return to the office premises be delayed or prevented.

## 2. Activity Areas

### 2.1 Skills demand analysis

Skills demand is changing rapidly around the world, due to accelerating technological advances, digitalisation of economies, globalisation, demography, migration and the push towards the greening of our societies and economies. In the past few years, much research has been done, mainly on advanced economies, to understand the implications of such forces for skills demand. However, there is a lack of equivalent information on and analysis of such impacts on transition economies.

The ETF Skills Lab seeks to fill this gap by establishing a sustained community of experts co-developing and exchanging knowledge and conducting regular and in-depth analysis on changing skills demand in transition and developing countries. The ETF Skills Lab supports countries to develop effective information flows to design innovative lifelong learning policies and systems to promote human capital development, to create strong capacity for monitoring changes in skills demand for informing adaptation of education and training into effective lifelong learning systems and to facilitate new patterns of interaction and collaboration among actors. The focus of the Skills Lab is therefore on providing the skills intelligence for aligning the different forms of skills development (IVET and CVT, formal and non-formal, etc.) to emerging skills needs in changing contexts.

For the analysis of changes in skills demand, the ETF will use a series of methodological tools encompassing big data analytics, sector studies, territorial analyses, and analysis of labour market dynamics. These methods aim at covering different points of observation over the labour market, taking into account real-time information, insights from analysis of longitudinal data and statistics, as well as the anticipation of skills needs through foresight methods applied to skills demand and changing skill needs. The project pays particular attention to identifying specific skills needs, emerging job profiles. In order to tap into and build upon on-going work at country and international level, the ETF will cooperate with experts from partner countries and EU Member States as well as international financial institutions and global partners through the creation of a network of experts.

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<sup>29</sup> Although the ETF has an agile planning approach in place, flexibility will depend on multiple factors including timeliness of requests, the relevance of the request to the ETF's knowledge base, availability of thematic expertise, etc.

Through the Skills Lab, the ETF will contribute to the EU policy objective of people thriving in the green and digital transitions, and to aid national recovery from the COVID-19 pandemic. In particular, the Skills Lab will contribute to the Skills Agenda Action 2 of strengthening skills intelligence by providing tools to generate online 'real-time' information on skills demand, including at regional and sectoral level, using big data analysis of job vacancies and ensuring accessibility to it.

In 2022, the ETF will provide analyses and policy advice to support the focus on skills for green economies in partnership with stakeholders in partner countries and the international community. By doing this, the ETF Skills Lab will also contribute to the identification of skills to support the green and digital transitions (Skills Agenda action number 6). The Skills Lab will work in cooperation and synergy with Cedefop and Eurofound in the area of skills intelligence and skills anticipation.

The ETF will also continue to provide specific support to the skills dimension of migration (labour mobility) supporting the implementation of the New Pact on Asylum and Migration. The ETF's focus is on the skills dimension of migration and on the extent to which human capital development policies effectively address migration challenges, including analyses to identify migration patterns from a skills and qualification perspective. In particular, ETF's work at partner country level will contribute to address the root causes of migration through its support to improved skills matching, inclusion, and social fairness. It will work actively with EU institutions, providing analytical input and advice.

<b>Objective</b> Support the systematic generation and use of information on changing skills demand for the benefit of individuals, companies and the economy in transition and developing countries	
<b>Outcomes</b> <ul style="list-style-type: none"> <li>■ Analyses of skills (skills' needs, skills gaps, skills mismatch) for PC and EU services on the basis of the methodologies developed through the project inform national, EU bilateral and regional policy dialogue</li> <li>■ Experience, knowledge and good practice on skills identification mechanisms and tools systematically gathered and shared among a network of engaged experts from countries, EU and international organisations, to foster a culture of skills anticipation in PCs</li> </ul>	
Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ Methodological instruments for skills needs analysis</li> <li>■ Innovative tools and methodologies are co-created with international community and country stakeholders</li> <li>■ Intelligence and evidence on changing skills demand</li> <li>■ Cross-country studies</li> <li>■ Network of experts</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of methodological instruments developed and their uptake</li> <li>■ Number of studies disseminated and used to inform policy dialogue</li> <li>■ Membership and engagement of the network members</li> </ul>
Resources - EUR 2.3 million	

## 2.2 Active labour market policies and transition measures

Transitions from school to work and throughout working life have become crucial in current and future socio-economic contexts (e.g., crisis and recovery, greening and digitalisation). Under this activity area, the ETF will embed actions aimed at consolidating and innovating active labour market policies (ALMP) as well as creating knowledge creation, providing policy advice and monitoring policy on

school to work and other types of labour market transition, work-based learning (WBL) and career guidance and counselling in the partner countries. Enhanced capacities and innovation in these policy areas can help learners and future graduates as well as jobseekers and workers to get a rapid sense of labour market changes, employers' demands, skills development opportunities. It empowers them to manage frequent and complex transitions within and between education and work.

The experience of 2020 and 2021, particularly as a result of the COVID-19 pandemic, has revealed that the economic downturn and pandemic induce sectoral changes requiring change in career paths, reskilling and upskilling for people at risk of losing or without jobs. ALMPs may need adjustments to fit current and foreseeable socio-economic conditions, technological advancement, etc. At the same time, countries and sectors and genders are impacted differently and the institutional and financial capacities to recover, boost economies and support individuals vary to a great extent. A protracted recovery of less advanced economies is a major risk in the post-crisis context, leading to deeper inequalities. Timely and informed decisions on policy changes and interventions targeting the most exposed may help avoiding such risks. The ETF will therefore focus on shortcomings exacerbated by the crisis, while dedicating a longer-term perspective to structural reforms, system change and resilience linked to opportunities brought about by the global trends of digitalisation, greening, migration and others. This might include, in line with country requests and EC priorities, support to reinforcing Public Employment Services (PES), strengthened capacities for implementation of ALMPs in particular with a focus on youth, women and fragile adults.

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#### Objective

Support countries to improve Active Labour Market Policies and employment services, as well as career guidance and counselling and work-based learning to increase skills relevance, labour market inclusion and social fairness

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#### Outcomes

- Policy buy-in on the role and effectiveness of ALMPs and PESs in supporting the adaptation to socio-economic changes, labour market inclusion and social fairness
  - Increased collaboration and policy exchanges (peer learning) on the role of ALMPs and skills dimension in view of changing labour markets, twin transitions, and inclusiveness as well as flexibilization of skills development approaches and matching policies and services
  - Enhanced career development support systems and services as central building block of lifelong learning systems
  - Strengthened work-based learning systems through peer learning networks, policy advice, policy analysis, capacity building and international cooperation
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Key deliverables	Indicators
<ul style="list-style-type: none"> <li>▪ Studies on countries' active labour market policy developments, including challenges and measures to counter the crisis</li> <li>▪ Review of policy responses to the needs of vulnerable groups to enhance and upgrade skill sets</li> <li>▪ Policy and practice exchange to enhance the innovation potential of employment services and activation programmes' delivery</li> <li>▪ Studies on Career development support system informing policy advice</li> <li>▪ Policy analysis and advice for consolidation and reform of work-based learning systems</li> <li>▪ Analytical work and exchange on good practices on gender responsive transition support measures</li> <li>▪ Evidence-based technical inputs to the design of bilateral and regional EU interventions</li> <li>▪ Experience, knowledge and innovative practice collected and shared in peer learning and regional policy dialogues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of countries advised to adapt their ALMPs and/or employment policies, WBL and CGC</li> <li>▪ Number of partner countries advised for gender responsive ALMPs, employment policies, WBL, CG and other relevant gender related transition issues</li> <li>▪ Number of EU requests using evidence/findings from ALMPs, WBL and CGC knowledge and policy advice</li> <li>▪ Policy dialogue inputs delivered to EU institutions</li> </ul>
Resources – EUR 1.7 million	

### 2.3 Modernisation of qualifications and establishment of qualification systems

Qualification system reforms have been a main driver for outcomes-based education and training systems. Qualifications play a key role in lifelong learning systems as they establish benchmarks for measuring progress in lifelong learning but are also the connection between changing skills demand and training provision. Qualifications are instrumental in recognising migrants' skills and in facilitating mobility, legal migration and progression of learners. National qualifications set shared minimal quality requirements for learners and providers forging equity. Competency-based qualifications support learner centred active learning focused on outcomes, rather than curricula contents. In lifelong learning systems, qualifications are increasingly becoming a proxy for funding learning of individuals. The validation of non-formal learning is widespread even if its learner uptake remains relatively small compared to formal routes to qualifications.

ETF partner countries have made promising but variable progress in producing modern qualifications and establishing lifelong learning-oriented qualification systems. Most have adopted a National Qualifications Framework (NQF) into law, established stakeholder platforms, allocated roles and functions to institutions, introduced system elements aimed at quality-assuring qualifications and generated numbers of modern, outcomes-based qualifications. In the ETF partner countries, the challenge is to complete the implementation of NQFs, which means linking it to provision, the curriculum, teaching and guidance and information, the use of certification to underpin outcomes-based qualifications with quality assurance systems, and tools such as databases and registers.

In 2022, priorities vary by country, but include populating qualification databases with fit for purpose qualifications; implementing validation of non-formal and informal learning (VNFIL) systems; advice on institutional arrangements; integrating VET and higher education for comprehensive NQFs; application of occupational standards, developing communication tools for NQFs and improving recognition practices for mobility and migration. In 2022, in line with the new EU Skills Agenda, the ETF will continue to promote dialogue and peer exchange focusing on micro-credentials at national and international level. Following the inventory of VNFIL beyond the EQF countries in 2021, the ETF will continue analysis of VNFIL systems in the Western Balkans and Turkey, to contribute chapters to the European Inventory on Validation. The ETF will also join the project group that discusses future developments for validation and on the brief descriptions of qualifications to ensure they are comparable.

In this context, in 2022 the ETF will continue to provide analytical support to the work of the EQF advisory group by supporting pilot actions aimed at comparing non-EU national and regional qualification system and the EQF in Ukraine; Morocco, Cabo Verde or Kenya, and the Southern African Development Community. The ETF has explored in 2021 the feasibility to develop an open-source database that would support the transparency, accessibility and comparability of qualifications from partner countries based on European principles. In 2022 based on confirmation by the EC to fund the development of the joint database and an open source solution for national databases, ETF will proceed with developing the specifications, prototyping and testing these tools in collaboration with partner countries in order to facilitate the launch of the EC support.

The ETF will also continue its support to the African Continental Qualification Framework (ACQF) as part of the EU partnership with the African Union. A proposed new phase of ACQF is under discussion with a broad plan of ten outputs (2022–25) covering the critical aspects and components of the ACQF (from governance to technical foundations, capacity development and cooperation and partnerships with other frameworks at global level), but its scope is wider as it is oriented to a perspective of impact on transparency, validation and recognition of learning, and its contribution to mobility – the essence of qualifications frameworks working in the wider learning and skills ecosystem, and a potentially a robust contribution to the Europe strategy for Africa.

The ETF will continue its work at international level as part of the World Reference Group including continuing providing analytical input to the Global NQF inventory and taking part in international level expertise networks. In 2022, the ETF will seek to strengthen its links with networks of qualifications and recognition agencies as well as the secretariats of RQFs around the globe.

The ETF will provide advisory services to EU Migration and Asylum Pact actions - and to the pilot legal migration projects based on a solid country intelligence, networks, and knowledge of EU policies. Furthermore, in its advice, the ETF will focus on education and training and employment policies and measures in partner countries to support the recognition of qualifications, identification and validation of skills and competences of migrants - including those returning to countries of origin.

<b>Objective</b> Support countries to modernise qualifications / qualification systems for lifelong learning, employability and competitiveness	
<b>Outcomes</b> <ul style="list-style-type: none"> <li>■ Qualification systems facilitate the validation and recognition of lifelong learning and support mobility</li> <li>■ Access to qualifications is improved through linked and interoperable databases, including micro credentials; stackable qualifications become available to support lifelong learning</li> <li>■ Partner countries develop stronger links with the EQF. Groups of countries compare their systems to the EQF and make use of/adapt EU instruments for own development</li> </ul>	
Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ Progress in the establishment of modern qualifications systems is monitored</li> <li>■ External dimension of the EQF through comparison with third country qualification frameworks piloted, experience shared and debated with EQF AG</li> <li>■ Roadmap for follow up with other countries' on comparison of NQFs and Regional Qualifications Framework developed</li> <li>■ ETF qualifications database launched and piloted</li> <li>■ Tailored policy advice to establish qualification systems in partner countries linked to the three priorities (international cooperation, digitalisation, validation &amp; recognition)</li> <li>■ Inputs to EU programming and EU interventions (project design, formulation) and to bilateral and regional policy dialogue using new tools and instruments of qualification systems for lifelong learning</li> </ul>	<ul style="list-style-type: none"> <li>■ NQF and VNFIL inventories record progress in countries on NQF stages of development, and record trends</li> <li>■ EQF AG supports further comparison, European Commission requests ETF support for EQF external dimension</li> <li>■ Number of instruments/tools promoted (i.e. qualification databases, micro-credentials and validation and recognition tools) are integrated in qualification systems in countries</li> <li>■ Qualification systems development by EU external assistance in partner countries</li> </ul>
Resources - EUR 2.4 million	

## 2.4 Vocational excellence provision models

The ETF's Network for Excellence (ENE) is inspired by a Commission-led initiative in the EU countries, which establishes Centres of Vocational Excellence (CoVEs) partnerships. The centres of excellence approach is an alternative to traditional policies driven by central ministries; it identifies good practice at ground level in schools, training centres and school to business partnerships, and it disseminates these via clusters across the national system.

In the Council Recommendation on vocational education and training for sustainable competitiveness, social fairness and resilience of 24 November 2020, vocational excellence is also foreseen as a driver for innovation and growth, preparing society for the greening, digital transition and to orient providers to offer programmes and qualifications needed by the labour market. As such, the CoVEs approach fits within the new EU Skills Agenda as well as the [Osnabruck declaration](#) (2020). ENE also seeks to contribute to the [Erasmus+](#) programme in the field of VET excellence.



Through ENE, the ETF applies a networking approach focusing on selected themes such as work-based learning, governance, green skills, digitalisation, social inclusion and lifelong learning, to offer more opportunities for transnational partnerships and platforms, which can then transmit excellence across national systems. With an initial focus on the ETF partner countries, the ENE network also subscribes into the internationalisation of VET. By doing so, the network has created opportunities for international cooperation among centres of vocational excellence in partner countries and beyond. This approach in turn has increased the interest of centres of vocational excellence worldwide to join ENE.

ENE encourages direct collaboration, the sharing of know-how and tools, among centres of excellence predominantly based in partner countries. The partnerships under ENE generate knowledge about dimensions of vocational excellence while at the same time supporting the transmission (dissemination) of excellence to VET systems through policy advice.

In 2022 the ENE initiative will increase its outreach to partner countries and take up new areas of work for peer learning and knowledge sharing, as well as for fostering partnerships among centres based on thematic cooperation, sector cooperation and/or territorial level cooperation.

In 2022, ENE stands ready to support the EC in the delivery of support services for centres of vocational excellence concerning countries outside the EU within the internationalisation of VET approach.

The ETF's partner countries can benefit from the experience gained by EU national, regional policies and sectoral approaches in the context of targeted initiatives under the umbrella of EU initiatives (e.g. Erasmus +, Smart Specialisation Strategies, etc.). The methodologies and experience in building regional partnerships between higher education institutions, VET and skills development providers and public authorities to address skills and human capital related challenges through the use of Structural and Investment Funds can be a source to learn and exchange experience. Furthermore, in cooperation with EU Danube strategy Priority Area 9, ENE is advancing its engagement with centres of vocational excellence at regional level in the dimensions of green skills and social inclusion.

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#### Objective

Enhance skills provision and inspire innovation through centres of vocational excellence acting as hubs, beacons or models for systemic change.

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#### Outcomes

- Improved policy buy-in on how centres of excellence develop in different contexts and how centres of vocational excellence contribute at system level
  - Fostering collaboration around the identified excellence dimensions as part of the ETF Network for Excellence.
  - Contribution<sup>30</sup> to the international dimension of VET within the Erasmus+ program, international partnerships and priorities set for different regions
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<sup>30</sup> Upon request of the Commission

Key deliverables	Indicators
<ul style="list-style-type: none"> <li>▪ Updated digital registry of Centres of Vocational Excellence</li> <li>▪ Operational network with members in ENE in different partner countries</li> <li>▪ Peer learning activities</li> <li>▪ Partnerships among ENE members in different dimensions of excellence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of Centres of Vocational Excellence mapped in the Digital Registry</li> <li>▪ Number of COVEs which implemented self-assessment</li> <li>▪ Number of members in the ETF Network for Excellence by type of thematic dimension</li> <li>▪ Involvement of ENE members in the reform of the VET system in their respective countries</li> <li>▪ Number by type of peer learning activities</li> <li>▪ Number of initiatives, projects (etc.) in which ETF PCs are participating as ENE members</li> </ul>
Resources - EUR 2.1 million	

## 2.5 Innovative teaching and learning

How people learn is changing. How systems respond to new learning is also changing. Facing the challenges of the COVID-19 pandemic, education and training systems in all countries had to adapt rapidly, which led to a leapfrog experience for new models of digital and online learning.

The focus areas of ‘innovative teaching and learning’ is in high demand across all ETF partner regions, in particular, development of innovation in teaching and learning, support to the transition to lifelong learning and promotion of lifelong learning culture, personalised learning and flexible, individualised pathways, new roles of teachers, teacher development and support to innovative teaching practices in VET, adult learning and work-based learning, formative assessment and feedback, development of key competences in progression, across all parts and levels of education and training, especially entrepreneurial, digital and green competences, etc.

In response, the ETF examines new learning practices, how learning is delivered and in which environments, including the workplace, in various non-formal or informal settings, or in traditional, formal schooling. In the partner countries, exposure to new practice in learning (e.g. in curricula, pedagogy) and in designing new qualifications to capture such learning, is limited. Under this activity area, the ETF implements the Creating New Learning project (CNL). The project seeks to address this deficit, so that, ultimately, countries and other partners have the tools and capacity to create new learning. CNL is cross-thematic, spanning key competences, digital, distance and online learning, innovative teaching and curriculum development, teacher training, modern qualifications. In these themes, it searches for and identifies good practice worldwide, develops new tools, guides and methodologies, and disseminates its findings and outputs at system and practitioner level.

In 2022, building on results achieved in 2021 and lessons learnt from the lockdowns, higher priority will be assigned to activities related to the use of digital technologies for more relevant and engaging learning at distance and in face-to-face educational contexts, formal and non-formal, improving accessibility, equity and the well-being of learners in their individual lifelong learning journeys. The new knowledge, good practice and tools to support innovation in teaching and learning, will be co-

developed with partners, including both policy shapers and practitioners, such as teachers, via study, information exchanges and through establishing new partnerships, platforms and networks for innovative teaching and learning.

The ETF focus on innovative teaching and learning is aligned to the new EU Skills Agenda and its associated instruments. Notably, it is consistent with the VET recommendation in identifying and facilitating individualised learning pathways, modularised and digitalised qualifications, and new learning environments, tools and pedagogies. Activities in the partner countries are also aligned with the first priority of the Digital Education Action Plan, “Developing a high-performing digital education ecosystem” in particular those referring to online/distance learning, SELFIE for teachers, the European Digital Competence Framework and improving digital skills provision<sup>31</sup>. The ETF will continue supporting partner countries in adopting SELFIE as part of their digital transformation in the education and training context, and in strengthening digital skills and competences. This will be done in close cooperation with the relevant EC services.

<b>Objective</b> Encourage the development, implementation and dissemination of innovative teaching and learning practices for more effective and inclusive education and training systems in a lifelong learning perspective	
<b>Outcomes</b> <ul style="list-style-type: none"> <li>■ Buy-in for policy reforms in partner countries on the role of innovation in teaching and learning in contributing to equity and quality of education and training</li> <li>■ Improved capacity of countries to co-create new teaching and learning approaches by fostering collaboration through community of practitioners</li> <li>■ Innovative teaching and learning practices, piloting of EU tools for digital educators serve as inspiration for policy dialogue and policy advice at local, regional, national and EU level</li> </ul>	
Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ Evidence findings based on applied research (publications) and system-wide pilots</li> <li>■ Community of practitioners from partner countries</li> <li>■ Tools and instruments for innovative teaching and learning approaches</li> <li>■ Collection/identification of examples of innovative teaching and learning tools and practices and shared with relevant stakeholders to support peer learning and know-how exchange between practitioners</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of practitioners engaged in the CNL network, by country, and type of interactions (exchange on findings; adoption of new processes/models)</li> <li>■ Use by partner country actors of publications and other tools produced by CNL</li> </ul>
Resources - EUR 2.1 million	

<sup>31</sup> “Digital Education Action Plan” ([https://ec.europa.eu/education/education-in-the-eu/digital-education-action-plan\\_en](https://ec.europa.eu/education/education-in-the-eu/digital-education-action-plan_en))

## 2.6 Engaging enterprises in skills development

As a result of the ETF's monitoring and engagement actions during the COVID-19 pandemic, the ETF has strengthened its focus and support to skills strategies in particular targeting sustainable competitiveness, inclusion and resilience in enterprises. While the response of partner countries to the dramatic impact of COVID-19 on the world of work has been articulated in the form of support for immediate needs to address financial demands, workers support and economic crisis, there has been a limited focus on integrating skilling, re-skilling and up-skilling action as part of the support in the emergency and post emergency phases. The ETF is hence engaging in a dialogue with intermediary bodies supporting enterprises in partner countries, and with enterprises themselves, to support actions targeting skills as a key asset for transformation and resilience, innovation and greening. It will also identify good practice both at enterprise and policy level to inform choices conducive to sustainability and inclusion.

Rapid changes in the world of work have a direct impact on the skills that individuals have to perform in the workplace and require flexible approaches to professional development and access to employment. Pathways to develop these skills and reach the required learning outcomes are diverse and several options must be considered by individuals in their learning process and in the transition from learning to work. Work-based learning has proved to be an effective mechanism for achieving the needed learning outcomes, promoting access to employment and a smooth transition from learning to work. Following reinforced attention to work-based learning and the EU policy priorities in partner countries, in 2022 the ETF will encourage a greater participation of partner countries in the European Alliance for Apprenticeships (EAfA) and regional networks supported with EU funding in the context of regional strategies.

In 2022, building on the ETF Methodological approach to Skills for Smart Specialisation, designed to analyse the skills implications of economic prioritisation resulting from smart specialisation, at the request of the EU, the ETF will deploy the methodology in partner countries to provide tailored support to identify current, emerging and future skills needs at both medium- and high-levels and sketch out possible future development paths for education and training for innovation, growth and competitiveness. In doing so, the approach opens pathways for focused VET excellence to flexibly supply relevant human capital and workforce retraining for the private sector at national, regional and local levels for higher productivity and potential for innovation.

The ETF's partner countries can benefit from the experience gained by EU regions in the context of targeted initiatives under the umbrella of Smart Specialisation Strategies - as a reference for sector analysis, policy advice and to develop capacities. The methodologies for and experience in building regional partnerships between education and training institutions and public authorities to address skills and human capital related challenges through the use of Structural and Investment Funds can be a source to learn and exchange experiences. The ETF will continue promoting peer learning and partnership between regions from EU and the partner countries to facilitate this exchange of experience and mutual learning.

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**Objective**  
Provide high quality support in linking VET and SMEs for innovation, productivity-enhancing skills and quality of work.

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**Outcomes**

- Engagement of business intermediaries and trade unions in PCs to support skills development of SMEs in the context of the twin digital and green transitions
  - Enhanced capacity of business intermediary bodies and trade unions to support implementation, scaling, and quality of skills development in enterprises.
  - Strengthened links between VET, including higher VET, CVT and innovation actors and systems
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Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ A cross-regional peer network of business intermediary bodies and trade unions</li> <li>■ Peer learning partnerships and activities with EU and partner countries on skilling, upskilling, reskilling and career development support in SMEs</li> <li>■ Collaborative partnerships to enable technology transfer and applied research between education and training providers, innovation actors, and SMEs or their representatives</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of business intermediaries and trade unions engaged in the network</li> <li>■ Number of studies on the state and practices on key topics</li> <li>■ Number of cross-border peer learning partnerships with EU and partner countries</li> <li>■ Number of vocational schools engaged in innovation processes in the context of collaborative partnerships with SMEs</li> </ul>

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Resources - EUR 2.1 million

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## 2.7 Lifelong learning policies and system change

Based on the ETF's definition of human capital development, the ETF continues to support partner countries in the design and realisation of system change for inclusive and flexible lifelong learning systems, which enable people to develop the skills, competences, knowledge, and attitudes necessary to find employment, realise their potential, contribute to the societies they live in irrespective of where they come from, and stay resilient in times of technological, socio-economic and demographic transformation.

Lifelong learning encompasses the increased diversity of education and training provision and learning environments, the increased complexity of career paths and the need to focus on individual, flexible and diverse learning opportunities including for upskilling, and therefore putting the learner at the centre of the learning processes. It creates an incentive and pressure for countries to reform their education, training and labour market systems to be further responsive to the socio-economic needs, resilient to brutal shocks such as the COVID-19 crisis and to move into comprehensive, open and flexible lifelong learning systems.

The ETF aims to support the process of change of education and training systems towards lifelong learning systems through direct policy advice to the partner countries and advice to the EU assistance and cooperation modalities. The ETF will monitor the progress of these reforms in the partner countries and is keen to continue liaising with the Commission to further develop synergies and

complementarities and strengthen common efforts to ensure the success of reforms. The ETF will also seek cooperation and partnerships with different stakeholders, including non-state actors and Civil Society Organisations (CSOs) in the further development of lifelong learning systems. The ETF will provide its policy advice - whether to the EU or to the partner countries - based on timely, high quality and relevant evidence, embedding the principles of EU policies such as the recently adopted Skills agenda.

Specifically, the ETF will base its policy advice on (i) continuous **monitoring** of trends in human capital development issues as well as in progress in policy implementation, and (ii) **assessing** system functioning and performance as well as further needs for policy development. Collection, analysis and publication of a set of relevant indicators will be pursued to enable both quantitative and qualitative monitoring and assessment of performance of VET systems in partner countries as per the EU VET recommendations.

**Monitoring** development trends will continue through the collection of quantitative and qualitative information on a regular basis. The scope of the main source of qualitative information collection, the Torino Process Analytical Framework, will be expanded to cover a broader range of aspects related to human capital development and lifelong learning systems as per the ETF Strategy<sup>32</sup>. The monitoring framework will be revamped after undergoing a review in 2021, both through an internal revision and an external assessment. It will enhance its added value and include dimensions linked to skills for green transition, technological transformation including digitalisation as well as lessons learned from COVID-19 and recovery in alignment with EU skills agenda and VET recommendations. Attention will be paid to gender aspects, particularly the monitoring of women in education, training and labour markets through their participation in STEM, entrepreneurship, etc.

**Assessing** system functioning and performance will be strengthened through (i) the consolidation of the Torino Process methodology as an ETF branded assessment of human capital development policies based on a participatory approach, and (ii) the application of diagnostic instruments developed by the ETF to inform EU interventions in the education sector - namely, the diagnostic assessment of the education sector - elaborated upon request of DG NEAR in 2020. This includes an analytical diagnostic framework and its piloting in a partner country<sup>33</sup>. The ETF assessment of HCD policies will be made using the differentiation principle, i.e. they will be implemented wherever it fits a need to support policy advice either for national or EU policy dialogue. These processes should bear in mind any given country's national guidance and procedures, according to ownership and alignment principles. On the same basis, regional assessments could also be ensured. In general, the ETF has planned to integrate its different assessment methodologies into a package of approaches and methods to better analyse human capital development systems, based on quantitative and qualitative evidence. This includes aligning all tools in a coherent framework and exploring synergies with external tools, such as SIGMA, which is a robust tool to approach governance and institutional capacity issues, or PISA for VET.

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<sup>32</sup> The Torino Process is under review and different options will be considered, including the coverage of different areas. The final draft of the SPD will include more details of this revision.

<sup>33</sup> It should be noted that this task goes beyond skills development and will, based on specific needs, include all levels and sub-sectors of education and training systems. Education diagnostics for example integrate all levels of education to arrive at a holistic understanding of education and training challenges to be considered when providing policy advice.

The ETF remains available to roll out the education diagnostic, after its piloting in Lebanon. However, the scope of the roll out will depend on specific requests and availability of relevant resources.

Through this activity, the ETF will contribute to embed the EU values for LLL in its partner countries and confirm the central role of VET in the lifelong learning continuum and its strong links to all education and training sectors. This will be done by co-creating knowledge on system change for lifelong learning based on policy dialogue with partner countries and on their experiences, the monitoring of system change towards lifelong learning with the help of a new generation of monitoring tools, and the provision of LLL policy advice and implementation support on that basis in line with EU guidance and best practice.

#### Objective

Provision of policy support to partner countries for the creation of effective and inclusive opportunities for lifelong learning through system change

#### Outcomes

- Reliable and relevant system monitoring data, collected and analysed and disseminated
- Knowledge on system change developed for policy dialogue/advice in line with lifelong learning approach

Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ Country fiches 2.0 (one per partner country)</li> <li>■ Updated selection of data and system indicators, presented through the Key Indicators on Education, Skills and Employment (KIESE)</li> <li>■ A set of new country system performance indicators</li> <li>■ Two knowledge consolidation studies on drivers of system change for LLL: on elements of LLL and on digitalisation and distributed ledger technologies</li> <li>■ A methodology for rapid education sector diagnosis in fragile environments (RED)</li> <li>■ National implementation plans, monitoring framework, and country briefs for the policy objectives and reform priorities under the Osnabruck Declaration and VET recommendation</li> <li>■ First of four regional reviews of policies for LLL (SEMED region), including a review methodology and system performance indicators pilot</li> <li>■ Bilateral and regional policy advice and inputs, in particular Lebanon as a follow up to the EDA (Education Diagnostic Assessment) project, and EC EaP programming</li> </ul>	<ul style="list-style-type: none"> <li>■ Policy uptake of ETF regional reviews and demand for follow-up in the form of requests for thematic follow-up report and targeted support to selected partner countries in 2023 in the regions covered by the LLL policy review activity (SEMED)</li> <li>■ Timely availability of evidence gathered with the help of solutions within the new monitoring framework</li> <li>■ Publication and dissemination of thematic studies on drivers of system change, and of the RED methodology, i.e., number of dissemination occasions and degree of stakeholder participation</li> </ul>

Resources - EUR 1.6 million

## 2.8 Quality assurance and governance mechanisms

The ETF promotes system governance and partnerships between governmental actors, private sector and civil society actors, for modern and lifelong learning oriented HCD in partner countries, because policies are effective when they are prepared and implemented in an inclusive way. The ETF provides support in the framework of existing inter-ministerial structures, while it also sustains the move to more participatory governance modalities based on partnerships and stronger coordination mechanisms.



In view of more participatory governance modalities, the ETF identifies the relevant actors that play a role in each country's lifelong learning system, and it reviews the horizontal and vertical mechanisms they have in place to cooperate<sup>34</sup>. As such, under this activity area, the ETF tracks the level of cooperation among these actors in the lifelong learning system, and it advises on better interactions, partnership mechanisms and processes to foster cooperation. In formulating expert advice, the ETF sees the areas of governance, quality assurance and financing as closely interrelated.

This approach essentially draws from the European Pillar of Social Rights, the European Skills Agenda, the VET Recommendation, European cooperation towards a European Education Area and beyond, the Sectoral Blueprint for Cooperation on Skills, the European Alliance for Apprenticeships, the Youth Guarantee and the Osnabruck Declaration. The project aligns with the overarching EU Green Deal and Digital Agenda priorities and related EU recommendations on skills development, by encouraging cross-fertilisation between lifelong VET and the greening and digitalisation of the economy, and with industrial strategies that pursue sustainable competitiveness, social fairness and resilience.

Aligned with the VET Recommendation, ETF work contributes to sustainable public-private partnerships for the governance of vocational education and training involving social partners and all relevant stakeholders. Sustained efforts will be needed in the future to gradually move into more participatory governance modalities based on partnership and stronger coordination mechanisms.

The ETF encourages transnational collaboration between partner countries, and provides support in using EU policies and processes, expertise, instruments and resources to strengthen VET quality assurance (QA) and its governance and financing. Through policy advice, knowledge sharing and peer learning, the ETF will further increase partner country awareness and commitment to develop a systemic quality assurance approach to VET and co-create the conditions for multi-level and multi-stakeholder governance ecosystems. The ETF's priority in 2022 will be to support partner countries in the systematic monitoring of QA improvements to allow partner countries to progress in planning and/or implementing policies and practices. The main tools will continue to be the ETF Transnational Forum for peer exchange and collaboration on QA issues in VET.

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#### Objective

Support conditions at system level that enable the transition from education and training to performant lifelong learning

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#### Outcomes

- Partner countries are familiar with and apply mechanisms for participatory governance (including quality assurance and financing mechanisms) in order to move to lifelong learning systems
  - EU programmes in partner countries are informed by multi-level and multi-actor governance, quality assurance and financing's ETF knowledge
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<sup>34</sup> The ETF will work to better support inter-ministerial cooperation and coordination mechanisms in partner countries, in the framework of existing structures. To this end, it will provide advice notably with a focus on: i) creating a shared vision and understanding on expected policy outcomes across the ministries and agencies involved, ii) suitable attribution of roles and responsibilities depending on each country's institutional settings, and iii) identification of areas for improvement in the current flow of information sharing and in the initiating actor' role, which may impede the smooth implementation of the agreed policy. In 2022, the ETF will start this advice from the Youth Guarantee inter-ministerial task forces in context of the Economic Reform Programmes.

- QA Forum members advise their respective country on quality assurance mechanisms, and selected countries implemented them

Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ The Governance Learning Network (GLN) facilitates implementation of participatory governance, quality assurance and financing mechanisms through knowledge and practice sharing</li> <li>■ Government and social partner co-design and co-implementation in selected countries, on e.g. WBL, skills and qualifications, Youth Guarantee</li> <li>■ Policy brief on governance and quality assurance monitoring</li> <li>■ Flagship publication on civil society organisations (CSOs)' role in LLL</li> <li>■ Governance inventory report and QA fiches</li> <li>■ Selected countries are advised on participatory governance, notably building on partnership approaches involving non-state actors, as a means to realise LLL systems</li> <li>■ The EU is advised on offering assistance in participatory governance, quality assurance and financing</li> </ul>	<ul style="list-style-type: none"> <li>■ The participants in the GNL, social partnership and CSOs related actions, and QA Forum represent the diversity of lifelong learning actors</li> <li>■ At least 20 % of those taking part in the mutual exchange and/or policy advice actions report about implementing participatory governance mechanisms</li> <li>■ Country and regional platforms - e.g. the EAfA, ECOSOC Platform, Youth Guarantee bodies, UfM, etc.- informed by ETF expert input on social partnership and PPPs</li> <li>■ EU assistance and policy dialogue embed participatory and partnership-based mechanisms of governance, quality assurance, financing</li> <li>■ EU assistance support building capacities to effectively implement participatory and partnership-based governance</li> </ul>
Resources - EUR 1.5 million	

## Horizontal activity areas

### 2.9 Responding to new EU policy and geographical priorities

Within the policy context of the newly adopted NDICI 'Global Europe' and IPA III instruments and with EU programming that has not yet been completed, the ETF has retained a certain amount of flexibility to react to information needs and policy advice that could not be foreseen at the time of the finalisation of the work programme and to respond to ad hoc requests from EU services and other important stakeholders. Encourage by the Commission opinion, the ETF will use this flexibility to respond to the new European Commission priorities (new Skills Agenda, Green Deal, Youth Guarantee, Erasmus+, Africa, migration, digitalisation) and to pursue opportunities to work beyond current partner countries or to engage in new priority thematic areas in order to respond to relevant requests supported by the Commission and the Member States, paying particular attention to the Team Europe approach. The ETF will also refine its approach to working in the fragile context of (post)-conflict countries and protracted crises.

The execution of the service contract for European Union external actions signed with INTPA to deliver VET training seminars and study on centres of vocational excellence are addressed under this

project. Other potential additional tasks, such as support to DARYA (on behalf of DG INTPA), to the African Union and ACQF (with INTPA), to networks of excellence (DG EMPL) would also unfold under this project - once confirmed.

<b>Objective</b> To respond to the evolving global and EU priorities in order to advance the EU agenda on skills and human capital development.	
<b>Outcomes</b> <ul style="list-style-type: none"> <li>■ EU agenda on skills and human capital development is further promoted.</li> <li>■ ETF responds to the needs of the European Commission and addresses EU priorities at both thematic and geographical levels</li> <li>■ Partnerships are established with strategic partners and TEI is taken into account</li> </ul>	
<b>Key deliverables</b> <ul style="list-style-type: none"> <li>■ Collaboration with new third countries and EU delegations</li> <li>■ Partnership agreements and actions delivered with other global international organisations for addressing EU policy priorities</li> <li>■ Inputs to EU programming beyond neighbourhood countries</li> </ul>	<b>Indicators</b> <ul style="list-style-type: none"> <li>■ Number of EU requests outside of the geographical coverage of ETF partner countries accepted and delivered.</li> <li>■ Number of partners involved for organising global actions and debates</li> </ul>
<b>Resources - EUR 1.0 million</b>	

## 2.10 Communication and stakeholder engagement

The ETF's work is about supporting system change in our partner countries. This involves influencing people's mind-sets, attitudes, assumptions and ultimately behaviours, besides producing and disseminating tools for change (information, analysis, advice, models, frameworks, methodologies, examples of good practice, etc.). Communication is core to delivering the ETF's mandate. By tailoring our messages to our different stakeholder audiences and multiplying their reach, we increase our capacity to influence the key actors in the policy cycle at national, EU and international level and drive the change process. In an increasingly competitive environment, the ETF needs to position itself effectively through coherent and consistent messaging on its objectives, action and impact. Communication plays a critical role in this and in ensuring outreach to our key stakeholders.

In line with the ETF Communication Strategy 2021-27, the ETF will focus on delivering a series of thematic communication campaigns across the year. These will feed topics of international interest and target key stakeholder groups, mobilising the full range of ETF communication channels (digital, social media, audiovisual, publications, press and media relations, the web site and the OpenSpace knowledge sharing community) and link the ETF's various activities and highlight their relevance to the challenges facing education and training in our partner countries. The switch to digital has leapfrogged during the pandemic and has vastly expanded the volume and range of online and social media communication and innovations such as the ETF podcast series, its regular live broadcasts as well as its forthcoming online newsletter support this trend.

Stakeholders are one of the ETF's key assets. The ETF works in cooperation with relevant international and regional stakeholders active in the field of human capital development including international and regional donors, and research and civil society organisations as well as private sector actors and social partners.

#### Objective

To support and engage our stakeholders and position the ETF as a trusted partner by making our expertise and knowledge in the area of human capital development readily available

#### Outcomes

The ETF's expertise and knowledge is packaged in the form of accessible and meaningful communication products targeted towards our stakeholders.

Key deliverables	Indicators
<ul style="list-style-type: none"> <li>▪ Innovative impactful and engaging communication campaigns delivered across the year</li> <li>▪ Digital communication platforms are further developed to support ETF activities</li> <li>▪ Press relations and social media actions reach wider, relevant audiences</li> <li>▪ The ETF's online knowledge sharing community (Open Space) grows in reach and relevance</li> <li>▪ Stakeholder information (SRM system) is updated and used effectively to support communication and stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ No of stakeholders directly engaged in ETF activities through online media, meetings, workshops, missions</li> <li>▪ Level of engagement through Open Space and social media</li> <li>▪ Reach of ETF communication and knowledge products including through multipliers</li> </ul>
Resources - EUR 1.8 million	

## 2.11 Digitalisation

Since 2020, the ETF has embarked on a digital transformation process with the goal of enhancing its digital maturity in line with the ETF Strategy 2027. So far, it has developed a digitalization roadmap, it is reviewing its current digital architecture and is defining where it aims to be by 2027. A set of key pillars have been identified as drivers for the transformation process, namely: IT as Digital Partner, Data centric projects, Boost the investment in cloud-based solutions for software and hardware and European Commission integrations.

After an initial onboarding process and initial pilots, the first transformations will go live in 2022. Digital maturity should also contribute to an improved efficiency of ETF functions and underlying processes through the application of digital technology. The rollout of cloud infrastructure and the use of digital tools for both quantitative and qualitative information storage and processing, such as IMAGE (a unique digital information and management system of country and thematic intelligence), will for example ensure efficiency gains in the access to information as well as in the processing of the information. Information will also be presented and disseminated using different channels, tools and

social media. In this regard, COVID-19 has leapfrogged the online engagement with partner country and other stakeholders to unprecedented levels. In parallel to the digital transformation, the ETF will also invest on higher levels of IT and cybersecurity.

#### Objective

To ensure a more integrated approach to the IT infrastructure that increases ETF effectiveness and internal efficiency in delivering its services and effectively engaging stakeholders.

#### Outcomes

- Efficiency gains in processes supporting the operational activities, and administrative workload through ICT cloud-based solutions and system upgrades.
- Improved and simplified use of ICT tools, including those for project planning, implementation and reporting processes, data input and stakeholder engagement.

Key deliverables	Indicators
<ul style="list-style-type: none"> <li>■ Implemented organisational digital culture change process</li> <li>■ Integrated planning and monitoring tool</li> <li>■ Simplified cloud-based ICT platform</li> <li>■ Enhanced digital maturity of staff members</li> </ul>	<ul style="list-style-type: none"> <li>■ % of implementation of the digitalisation roadmap</li> </ul>

Resources - €1.7 million

## 2.12 Organisational development and support

Under organisational development, the ETF identifies projects and actions, such as the digitalisation project, that enable the organisation to improve performance, ensuring compliance with EC regulatory requirements. Both internal control monitoring and external evaluations are guiding tools in this endeavour. In view of the Strategy 2027 and the rollout of the new organisational structure (operational since January 2021), development actions have been identified and put in place under the 'One ETF' project to revisit ETF core values, develop staff competency levels and deployment, enhance internal communication, revamp knowledge management, and enhance a cooperative culture adapted to the new structure so as to ensure that the ETF delivers as one and is fully equipped for the challenges ahead. Developing a robust information and document management process to support well-informed decision making and knowledge sharing are important prerequisites. The culture change and digitalisation projects will continue building further on the initial achievements in 2021.

Also as part of its organisational development, the ETF continues its greening journey. Building on the environmental management system set in 2020-21, in 2022 and beyond the ETF will focus on implementing actions to improve e.g., CO2 emissions, sustainable commuting, plastic and paper consumption etc.

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**Objective**

To identify and put in place improvement projects and actions that will increase institutional performance.

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**Outcomes**

- Internal control and performance reporting is streamlined and reflects the requirements of the 2018 ICF, the 2019 Financial Regulation, EMAS, EC Information and cyber security requirements, performance indicators and evaluation results.
- Increased team and institutional performance, following staff take up of ETF core values and enhanced capacity to adapt to change
- Improvement needs in organisational performance are identified through performance data, audit and evaluation findings and recommendations
- Processes are developed, updated, and/or simplified to adapt to changes, such as digitalisation and new organisational structure
- Review of corporate information management

Key deliverables	Indicators
<ul style="list-style-type: none"><li>■ Internal control assessment included in consolidated annual activity report (CAAR)</li><li>■ Development activities and projects</li><li>■ Information security management system in place</li><li>■ ISO 14001 and EMAS certification renewed</li><li>■ Audit and evaluation reports and action plans</li></ul>	<ul style="list-style-type: none"><li>■ Number of improvement actions and their implementation rate (%)</li><li>■ Number of staff development actions and their implementation rate (%)</li></ul>

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Resources - EUR 1.4 million

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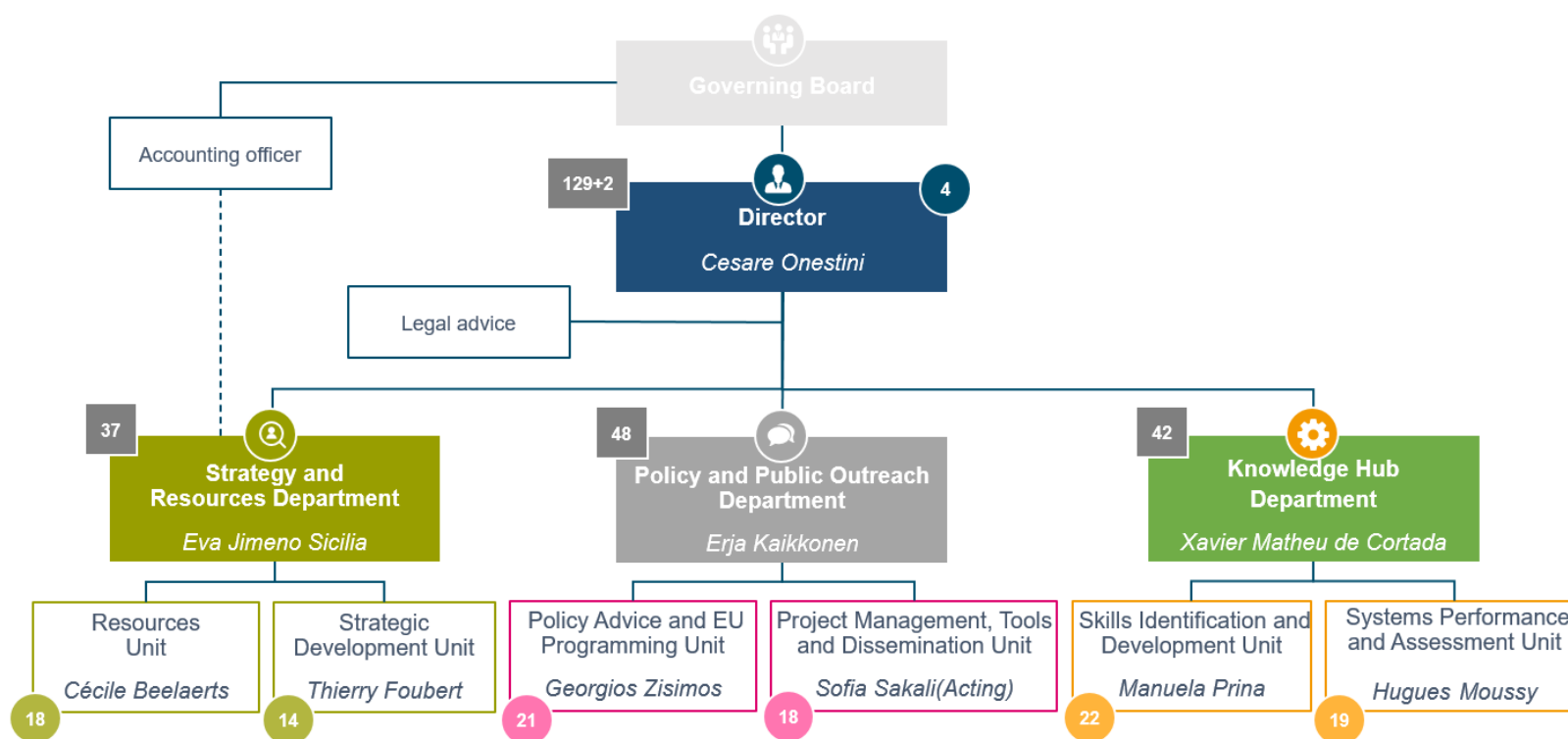
# ANNEXES

Number	Title
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Annex III	Financial resources 2022-24 Table 1 - Revenue Table 2 - Expenditure Table 3 - Budget outturn and cancellation of appropriations Table 4 – Global budgetary envelope for procurement
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Annex XII	Strategy for cooperation with third countries and/or international organisations
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Annex XIV	Planned requests from EU services 2022



## Annex I – ETF Organisation chart

The ETF has revised the organisational structure to align it better to the new ETF Strategy 2027. It was adopted by the ETF Governing Board in 2020 and the new organisation chart entered into force on the 1st January 2021.



<b>Organisational structure – (31.12.2020 including job offers sent by end 2020)</b>	<b>CA</b>	<b>SNE</b>	<b>LA</b>	<b>TA*</b>	<b>Total</b>	<b>Vacant posit.</b>	<b>TOTAL</b>
<b>Operations Department (OPS)</b>							
OPS Core (Manager and sup. staff)	1			3	4		4
Analysis and Coordination Unit	5			5	10		10
Country Intelligence Unit	3			16	19	1	20
Policy Unit	10			30	40		40
<b>Sub-Total OPS</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>54</b>	<b>73</b>	<b>1</b>	<b>74</b>
<b>Resources &amp; Services Department (RSD)</b>							
RSD Core (Manager, Facilities and sup. staff)	2			2	4		4
Accounting	1			1	2		2
Finance & Procurement Unit	6			5	11		11
Human Resources Unit	3			5	8		8
<b>Sub-Total RSD</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>25</b>	<b>0</b>	<b>25</b>
<b>Director's office (DIR)</b>							
DIR Core (Director, sup. staff)	1			3	4		4
Legal Advice				1	1		1
<b>Sub-Total DIR</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Communication Department (COMM)</b>	<b>6</b>		<b>1</b>	<b>4</b>	<b>11</b>	<b>0</b>	<b>11</b>
<b>Strategic Development Department (SDD)</b>	<b>2</b>			<b>6</b>	<b>8</b>	<b>1</b>	<b>9</b>
ICT Team	1			4	5		5
<b>Sub-Total SDD</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>13</b>	<b>1</b>	<b>14</b>
<b>Total</b>	<b>41</b>	<b>0</b>	<b>1</b>	<b>85</b>	<b>127</b>	<b>2</b>	<b>129</b>
<b>Vacant positions*</b>	<b>1</b>			<b>1</b>	<b>2</b>		
<b>Total including vacant positions</b>	<b>42</b>	<b>0</b>	<b>1</b>	<b>86*</b>	<b>129</b>	<b>2</b>	<b>129</b>

\* During 2018, in accordance with article 38.2 of the ETF Financial Regulation, the ETF used the opportunity to “offset the effects of part-time work” by one additional appointment (function group AD). Should all posts be filled in, the number of TA employed would therefore be 86 +1

## Annex II – Resource allocation per activity 2022-24

Activity Areas	Direct FTEs	Overall Budget		
		2022	2023	2024
<b>Strategic Objective 1</b> <b>Skills relevance and anticipation</b>	<b>28.0</b>	<b>€6.4m ( 29.6%)</b>	<b>€6.6m ( 29.6%)</b>	<b>€6.7m ( 29.6%)</b>
Skills demand	9.8	€2.3m ( 10.6%)	€2.3m ( 10.6%)	€2.4m ( 10.6%)
Active labour market measures	7.8	€1.7m ( 7.9%)	€1.8m ( 7.9%)	€1.8m ( 7.9%)
Qualifications	10.5	€2.4m ( 11.1%)	€2.5m ( 11.1%)	€2.5m ( 11.1%)
<b>Strategic Objective 2</b> <b>Skills development and validation</b>	<b>30.9</b>	<b>€6.3m ( 29.1%)</b>	<b>€6.4m ( 29.1%)</b>	<b>€6.6m ( 29.1%)</b>
Vocational Excellence	9.9	€2.1m ( 9.7%)	€2.1m ( 9.7%)	€2.2m ( 9.7%)
Innovative teaching and learning	10.2	€2.1m ( 9.7%)	€2.1m ( 9.7%)	€2.2m ( 9.7%)
Engaging enterprises in skills development	10.9	€2.1m ( 9.7%)	€2.2m ( 9.7%)	€2.2m ( 9.7%)
<b>Strategic Objective 3</b> <b>Performance and quality of Education and Training policies</b>	<b>14.9</b>	<b>€3.1m ( 14.3%)</b>	<b>€3.2m ( 14.3%)</b>	<b>€3.3m ( 14.3%)</b>
Lifelong learning policies and system change	7.8	€1.6m ( 7.5%)	€1.7m ( 7.5%)	€1.7m ( 7.5%)
Quality assurance and governance mechanisms	7.1	€1.5m ( 6.8%)	€1.5m ( 6.8%)	€1.5m ( 6.8%)
<b>Horizontal</b>	<b>29.1</b>	<b>€5.9m ( 27.0%)</b>	<b>€6.0m ( 27.0%)</b>	<b>€6.1m ( 27.0%)</b>
New EU and geographic priorities	7.1	€1.0m ( 4.7%)	€1.0m ( 4.7%)	€1.1m ( 4.7%)
Communication & stakeholder engagement	9.0	€1.8m ( 8.3%)	€1.8m ( 8.3%)	€1.9m ( 8.3%)
Digitalisation	7.0	€1.7m ( 7.6%)	€1.7m ( 7.6%)	€1.7m ( 7.6%)
Organisational development & support	6.0	€1.4m ( 6.4%)	€1.4m ( 6.4%)	€1.5m ( 6.4%)
<b>TOTAL</b>	<b>103</b>	<b>€21.7m ( 100.0%)</b>	<b>€22.2m ( 100.0%)</b>	<b>€22.7m ( 100.0%)</b>

## Annex III - Financial resources 2022-24

Table 1 – Revenue<sup>35</sup>

### General revenues

REVENUES	2021	2022
	Revenues estimated by the agency	Budget Forecast
EU contribution	21 053 287	21 378 798
Other Revenue	246 713	347 202
<b>TOTAL REVENUES</b>	<b>21 300 000</b>	<b>21 726 000</b>
Other contributions	102 739	

REVENUES	General revenues						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES							
2 EU CONTRIBUTION	20 400 000	21 300 000	21 726 000		+2.0%	22 161 000	22 685 000
- Of which assigned revenues deriving from previous years' surpluses	20 101	246 713	347 202		+40.9%		
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
4 OTHER CONTRIBUTIONS							
5 ADMINISTRATIVE OPERATIONS							
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES							
<b>TOTAL</b>	<b>20 400 000</b>	<b>21 300 000</b>	<b>21 726 000</b>	<b>-</b>	<b>+2.0%</b>	<b>22 161 000</b>	<b>22 685 000</b>

<sup>35</sup> All forecasts related to the EU budget contribution in 2022, 2023 and 2024 are indicative and based on 2021-2027 Multiannual Financial Framework

As per Article 72 3b of the ETF FR, the implementation of the Financing Decision is subject to the availability of budget appropriations for the respective financial year after the adoption of the budget or as provided for in the system of provisional twelfths.

## Additional EU funding: grant, contribution and service-level agreements

REVENUES	2021	2022
	Revenues estimated by the agency	Budget Forecast
TOTAL REVENUES	102,739	

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2020	Estimated by the agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
ADDITIONAL EU FUNDING STEMMING FROM GRANTS (FFR Art.7)							
ADDITIONAL EU FUNDING STEMMING FROM CONTRIBUTION AGREEMENTS (FFR Art.7)		102,739					
ADDITIONAL EU FUNDING STEMMING FROM SERVICE LEVEL AGREEMENTS (FFR Art. 43.2)							
TOTAL		102,739					

Other potential additional tasks, such as support to DARYA (on behalf of DG INTPA), to the African Union and ACQF (with INTPA), to networks of excellence (DG EMPL) could lead to additional revenue during 2022 and beyond.

**Table 2 – Expenditure**

Expenditure	2021		2022	
	Commitment	Payment	Commitment	Payment
Title 1 - Staff expenditure	14 640 322	14 640 322	14 833 000	14 833 000
Title 2 - Infrastructure and operating expenditure	2 127 678	2 127 678	2 054 000	2 054 000
Title 3 - Operational	4 634 739	4 634 739	4 839 000	4 839 000
TOTAL EXPENDITURE	21 402 739	21 402 739	21 726 000	21 726 000

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022 Agency request	Budget forecast	VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
Title 1 - Staff expenditure	14 023 148	14 640 322	14 833 000		+1.3%	15 147 000	15 436 000
Salaries & allowances	13 336 126	14 029 212	14 193 000		+1.2%	14 507 000	14 796 000
- Of which establishment plan posts	10 945 264	11 430 000	11 659 000		+2.0%	11 892 000	12 130 000
- Of which external personnel	2 390 863	2 599 212	2 534 000		-2.5%	2 615 000	2 666 000
Expenditure relating to Staff recruitment	32 780	7 000	9 000		+28.6%	9 000	9 000
Employer's pension contributions			-			-	-
Mission expenses	5 350	4 210	65 000		+1443.9%	65 000	65 000
Socio-medical infrastructure	47 030	35 000	25 000		-28.6%	25 000	25 000
Training	89 049	194 000	210 000		+8.2%	210 000	210 000
External Services	441 673	328 400	300 000		-8.6%	300 000	300 000
Receptions, events and representation	-	1 000	4 000		+300.0%	4 000	4 000
Social welfare	71 139	41 500	27 000		-34.9%	27 000	27 000
Other Staff related expenditure	-	-	-			-	-
Title 2 - Infrastructure and operating expenditure	2 260 697	2 127 678	2 054 000		-3.5%	1 628 000	1 624 000
Rental of buildings and associated costs	975 694	734 426	706 800		-3.8%	697 800	687 800
Information, communication technology and data processing	1 214 028	1 261 200	1 143 000		-9.4%	756 000	762 000
Movable property and associated costs	14 267	-	-		-	-	-
Current administrative expenditure	41 499	57 052	66 000		+15.7%	66 000	66 000
Postage / Telecommunications	2 250	5 000	8 200		+64.0%	8 200	8 200
Meeting expenses	12 960	70 000	130 000		+85.7%	100 000	100 000
Running costs in connection with operational activities	-	-	-			-	-
Information and publishing	-	-	-			-	-
Studies			-			-	-
Other infrastructure and operating expenditure			-			-	-
Title 3 - Operational expenditure	4 647 008	4 634 739	4 839 000		+4.4%	5 386 000	5 625 000
Communication	591 010	375 000	375 000		0.0%	375 000	375 000
Corporate Performance and Stakeholders	242 831	212 000	247 000		+16.5%	247 000	247 000
Operational projects	3 745 806	3 712 739	3 817 000		+2.8%	4 364 000	4 603 000
Operational missions	67 361	335 000	400 000		+19.4%	400 000	400 000
TOTAL	20 930 853	21 402 739	21 726 000		+1.5%	22 161 000	22 685 000

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 - Staff expenditure	14 023 148	14 640 322	14 833 000		+1.3%	15 147 000	15 436 000
Salaries & allowances	13 336 126	14 029 212	14 193 000		+1.2%	14 507 000	14 796 000
- Of which establishment plan	10 945 264	11 430 000	11 659 000		+2.0%	11 892 000	12 130 000
- Of which external personnel	2 390 863	2 599 212	2 534 000		-2.5%	2 615 000	2 666 000
Expenditure relating to Staff recruitment	32 780	7 000	9 000		+28.6%	9 000	9 000
Employer's pension contributions			-			-	-
Mission expenses	5 350	4 210	65 000		+1443.9%	65 000	65 000
Socio-medical infrastructure	47 030	35 000	25 000		-28.6%	25 000	25 000
Training	89 049	194 000	210 000		+8.2%	210 000	210 000
External Services	441 673	328 400	300 000		-8.6%	300 000	300 000
Receptions, events and	-	1 000	4 000		+300.0%	4 000	4 000
Social welfare	71 139	41 500	27 000		-34.9%	27 000	27 000
Other Staff related expenditure	-	-	-			-	-
Title 2 - Infrastructure and operating expenditure	2 260 697	2 127 678	2 054 000		-3.5%	1 628 000	1 624 000
Rental of buildings and associated costs	975 694	734 426	706 800		-3.8%	697 800	687 800
Information, communication technology and data processing	1 214 028	1 261 200	1 143 000		-9.4%	756 000	762 000
Movable property and associated costs	14 267	-	-		-	-	-
Current administrative expenditure	41 499	57 052	66 000		+15.7%	66 000	66 000
Postage / Telecommunications	2 250	5 000	8 200		+64.0%	8 200	8 200
Meeting expenses	12 960	70 000	130 000		+85.7%	100 000	100 000
Running costs in connection with operational activities	-	-	-			-	-
Information and publishing	-	-	-			-	-
Studies			-			-	-
Other infrastructure and operating expenditure			-			-	-
Title 3 - Operational expenditure	3 820 055	4 634 739	4 839 000		+4.4%	5 386 000	5 625 000
Communication	445 932	375 000	375 000		0.0%	375 000	375 000
Corporate Performance and	206 732	212 000	247 000		+16.5%	247 000	247 000
Operational projects	3 057 713	3 712 739	3 817 000		+2.8%	4 364 000	4 603 000
Operational missions	109 677	335 000	400 000		+19.4%	400 000	400 000
TOTAL	20 103 901	21 402 739	21 726 000		+1.5%	22 161 000	22 685 000



**Table 3 - Budget outturn and cancellation of appropriations**

Budget outturn	2018	2019	2020
Revenue actually received (+)	20 146 935.71	20 561 154.13	20 424 932
Payments made (-)	-19 757 647.62	-19 740 813.61	-19 514 245
Carry-over of appropriations (-)	- 377 681.40	- 590 354.04	-615 738
Cancellation of appropriations carried over (+)	8 934.73	18 732.64	51 565
Adjustment for carry-over of assigned revenue appropriations from previous year (+)	1 300.05		1 150
Exchange rate differences (+/-)	- 1 740.15	- 2 005.95	-462
Adjustment for negative balance from previous year (-)			
<b>TOTAL</b>	<b>20 101.32</b>	<b>246 713.17</b>	<b>347 202</b>

## Budget outturn

The 2020 budget outturn is EUR 347 202.75. Having already reduced the request of subvention by €557,000, the main reason behind the outturn are payment appropriations not used in Title 3 (EUR 295 179). This is mostly linked to the delay in starting and implementing WP activities caused by the need to re-organise the ETF's activities in order to adapt to the restrictions imposed by COVID-19.

## Cancellation of commitment appropriations

The ETF has only cancelled EUR 919.83 commitment appropriations which were not used in Titles 1 and 2.

## Cancellation of payment appropriations for the year and payment appropriations carried over

The ETF has only cancelled EUR 295,179.47 payment appropriations for the year which were not used in Title 3 and has cancelled EUR 51 565.16 payment appropriations carried over from 2019.

For appropriations carried over the main reason for cancellation of appropriations is linked to the actual costs being slightly lower than foreseen. For payment appropriations for the year the main reason is the small delay observed in starting and implementing the operational activities.

## Procurement

*The global budgetary envelope reserved for procurement contracts for operational activities in 2022 in support of ETF's strategic objectives is 4,839,000 Euros.*

**Table 4 Global budgetary envelope for procurement**

Year	Planned	Total
2022	Procurement contracts for operational activities	4,839,000 Euros

Within this global budgetary envelope, the ETF purchases its goods and services via procurement procedures as appropriate, mostly through framework contracts (new procedures and contracts in force). As an indication, contracts for the operational activities cover studies and assessments, consultancy and research services, supply of databases and platforms, surveys, various services for project implementation, communication services, translation services, conference organiser services, logistical support to projects, travel services, evaluation services.

The list of operational activities to be outsourced through new procurement procedures will be defined in the procurement plan and published on the ETF website for application by potential tenderers at the beginning of 2022.

## Annex IV – Human Resources (quantitative)

Table 1 – Staff population and its evolution; Overview of all categories of staff

### - Statutory staff and SNE

Human Resources	2020			2021	2022	2023	2024
	Authorised Budget	Actually filled as of 31/12/2020 incl. job offers	Occupancy Rate %	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	56	55	98.2%	57	58	58	58
Assistants (AST)	30	30	100%	29	28	28	28
Assistants/Secretaries (AST/SC)	0	0		0	0	0	0
<b>ESTABLISHMENT PLAN POSTS*</b>	<b>86</b>	<b>85</b>	<b>98.8%</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>
Contract Agents (CA)**	42	41	97.6%	42	42	42	42
Seconded National Experts (SNE)	0	0		0	0	0	0
Local Agents	1	1	100%	1	1	1	1
<b>TOTAL STAFF</b>	<b>129</b>	<b>127</b>	<b>98.4%</b>	<b>129</b>	<b>129</b>	<b>129</b>	<b>129</b>

\* Since 2018, on the basis of article 38.2 of the ETF Financial Regulation, the ETF has used the opportunity to “offset the effects of part-time work” of TA by additional appointment(s). Considering the current level of part-time work, the number of occupied TA posts is 86+2 as part time continues to be above 2 FTE.

\*\* In 2021, DGHR recommended to offset long-term absences and part time of CAs with short term contracts of CAs. The ETF will assess this option in 2022.

### - Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2021	2022	2023	2024
	Envisaged staff	Envisaged staff	Envisaged staff	Envisaged staff
Contract Agents (CA)	0	5 <sup>36</sup>	0	0
Seconded National Experts (SNE)	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>

### - Other Staff

#### Structural service providers

	Actual filled as of 31/12/2020
Security	1
IT	1
Receptionist	1
Facilities support	1

#### Interim workers

	Actual filled as of 31/12/2020
Number	2

<sup>36</sup> Indicative

Table 2 – Multi -annual staff policy plan 2021-24

Function group and grade	2020				2021		2022		2023		2024	
	Authorised Budget		Actually filled as of 31/12 * (incl job offers)		Authorised budget**		Envisaged **		Envisaged **		Envisaged **	
	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts	Perm posts	Temp posts
AD 16												
AD 15												
AD 14		1		1		1		1		1		1
AD 13		5		2		5		5		5		5
AD 12		10		5		10		11		12		12
AD 11		10		10		10		10		10		10
AD 10		9		12		9		10		10		10
AD 9		13		13		13		12		12		12
AD 8		6		6		6		5		5		5
AD 7		1		6		3		4		3		3
AD 6		1		1								
AD 5												
<b>AD TOTAL</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>57</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>58</b>
AST 11		1		1		1						
AST 10		3				3		3		3		3
AST 9		10		11		13		13		13		14
AST 8		10		5		6		6		6		5
AST 7		4		2		4		4		4		5
AST 6		1		3		1		2		2		1
AST 5		1		4		1						
AST 4				3								
AST 3												
AST 2												
AST 1												
<b>AST TOTAL</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>29</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>28</b>	<b>0</b>	<b>28</b>
AST/SC 6												
AST/SC 5												
AST/SC 4												
AST/SC 3												
AST/SC 2												
AST/SC 1												
<b>AST/SC TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>85</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>86</b>
<b>GRAND TOTAL</b>	<b>86</b>		<b>85</b>		<b>86</b>		<b>86</b>		<b>86</b>		<b>86</b>	

\* During 2018, based on article 38.2 of the ETF Financial Regulation, the ETF used for the first time the opportunity to “offset the effects of part-time work” by one additional appointment (function group AD). Should all posts be filled in since then, the number of TA employed would therefore be 86 +1.

\*\* By end 2021, it is expected to reach 86+2 as part time continues to be above 2 FTE (Art 38.2 of the ETF Financial Regulation). **It is envisaged to use the opportunity provided by art. 38.2 beyond 2021.**

### External personnel

#### Contract Agents

Contract agents	Authorised 2020	Recruited as of 31/12/2020	Authorised 2021	Envisaged 2022*	Envisaged 2023*	Envisaged 2024*
Function Group IV	13	12	14	15	15	15
Function Group III	24	20	23	23	23	23
Function Group II	5	9	5	4	4	4
Function Group I	0	0	0	0	0	0
<b>TOTAL</b>	<b>42</b>	<b>41</b>	<b>42</b>	<b>42</b>	<b>42</b>	<b>42</b>

\* In 2021, DGHR recommended to offset long-term absences and part time of CAs with short term contracts of CAs. The ETF will assess this option in 2022.

#### Local Agents

Local agents	Authorised 2020	Recruited as of 31/12/2020	Authorised 2021	Envisaged 2022	Envisaged 2023	Envisaged 2024
Function Group AL/N2	1	1	1	1	1	1

#### Seconded National Experts

Seconded National Experts	Authorised 2020	Recruited as of 31/12/2020	Authorised 2021	Envisaged 2022	Envisaged 2023	Envisaged 2024
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Table 3 – Recruitment forecasts 2022 following retirement/Mobility or new requested posts (Information on the entry level for each type of posts: Indicative table)**

Job title in the Agency	Type of contract		TA/Official	CA
	(Official, TA or CA)		Function group/grade of recruitment Internal (Brackets) and external (single grade) foreseen for publication*	Recruitment Function Group (I, II, III or IV)
	Due to foreseen retirement/mobility	New post requested due to additional tasks		
Accounting Officer	TA		TA AD6-AD8 internal TA AD7 external	
Head of Unit	TA		TA AD9 external TA AD8-AD13 internal	
HCD Expert(s)	TA		To be decided	

\*Indication of both is required

In early 2022 one AST 11 will retire. Based on ETF staffing needs, the post will be replaced by an AD position. The establishment plan will then decrease by 1 AST and increase by 1 AD in 2022.

In addition, a number of TA are reaching or will be soon reaching their pensionable age. Nevertheless, they could decide to carry on working until the maximum pensionable age of 65 years. In any case, we estimate that the ETF will have around 10 TA retiring in the next 3 years.

This may result in replacing some AST positions with AD ones.

Inter-agency mobility

Number of inter-agency mobility 2020 from and to the Agency:	0
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## Annex V – Human resources (qualitative)

### A. Recruitment policy

Implementing rules in place

		Yes	No	If no, which other IR are in place
<b>Engagement of CA</b>	Model Decision C(2019)3016	X		
<b>Engagement of TA</b>	Model Decision C(2015)1509	X		
<b>Middle management</b>	Model decision C(2018)2542	X		
<b>Type of posts</b>	Model Decision C(2018)8800	X		

### B. Appraisal and reclassification/promotions

Implementing rules in place

		Yes	No	If no, which other IR s are in place
<b>Reclassification of TA</b>	Model Decision C(2015)9563	X		
<b>Reclassification of CA</b>	Model Decision C(2015)9561	X		

**Table 1 - Reclassification of temporary agents/promotion of officials**

Average seniority in the grade among reclassified staff							
Grades	2016	2017	2018	2019	2020	Actual average over 5 years	Average over 5 years (annex IB SR)
<b>AD05</b>	0.0	0.0	0.0	3.8	0.0	<b>3.8</b>	<b>2.8</b>
<b>AD06</b>	0.0	2.0	3.5	0.0	0.0	<b>2.8</b>	<b>2.8</b>
<b>AD07</b>	4.5	3.2	6.0	2.5	2.2	<b>3.7</b>	<b>2.8</b>
<b>AD08</b>	3.0	3.6	4.3	2.8	2.8	<b>3.3</b>	<b>3</b>
<b>AD09</b>	2.8	0.0	5.4	5.9	3.2	<b>4.5</b>	<b>4</b>
<b>AD10</b>	0.0	0.0	4.5	5.0	2.0	<b>4.1</b>	<b>4</b>
<b>AD11</b>	0.0	22.7	0.0	0.0	16.2	<b>19.5</b>	<b>4</b>
<b>AD12</b>	0.0	3.5	8.3	0.0	0.0	<b>5.1*</b>	<b>6.7</b>
<b>AD13</b>	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>	<b>6.7</b>
<b>AST1</b>	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>	<b>3</b>
<b>AST2</b>	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>	<b>3</b>
<b>AST3</b>	7.0	2.5	0.0	0.0	0.0	<b>5.9</b>	<b>3</b>
<b>AST4</b>	3.0	3.5	2.0	0.0	3.5	<b>3.0</b>	<b>3</b>
<b>AST5</b>	3.0	2.0	0.0	5.5	0.0	<b>4.0</b>	<b>4</b>
<b>AST6</b>	4.5	0.0	0.0	4.5	3.5	<b>4.3</b>	<b>4</b>
<b>AST7</b>	11.5	2.0	3.5	0.0	0.0	<b>6.7</b>	<b>4</b>
<b>AST8</b>	4.0	2.5	0.0	0.0	4.8	<b>4.2</b>	<b>4</b>
<b>AST9</b>	N/A	N/A	N/A	N/A	N/A	<b>N/A</b>	<b>N/A</b>
<b>AST10 (Senior assistant)</b>	0.0	0.0	4.5	0.0	0.0	<b>4.5</b>	<b>5</b>
<b>AST/SC1</b>							<b>4</b>
<b>AST/SC2</b>							<b>5</b>
<b>AST/SC3</b>							<b>5.9</b>
<b>AST/SC4</b>							<b>6.7</b>
<b>AST/SC5</b>							<b>8.3</b>

\* to be noted that the number of reclassifications at that grade during the reference period is 3, which allows for an average below the minimum set in annex IB of the SR.



**Table 2 - Reclassification of contract staff**

Function Group	Grade	Staff in activity at 1/01/2019	How many staff members were reclassified in 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to decision C(2015)9561
CA IV	17				Between 6 and 10
	16	1			Between 5 and 7
	15	5	1	3.5	Between 4 and 6
	14	3	2	2.9	Between 3 and 5
	13				Between 3 and 5
CA III	11	7	1	3.0	Between 6 and 10
	10	8	1	3.0	Between 5 and 7
	9	5	2	3.6	Between 4 and 6
	8				Between 3 and 5
CA II	6	2			Between 6 and 10
	5	3	1	2	Between 5 and 7
	4				Between 3 and 5
CA I	2				Between 6 and 10
	1				Between 3 and 5

### C. HR implementing rules foreseen for adoption in 2022

We expect to adopt the Commission Decision on the implementation of working time and hybrid working and the model decision on the conduct of administrative inquiries and disciplinary proceedings.

### D. Gender representation

**Table 1 - Data on 31/12/2020 statutory staff (only officials, TA and CA)**

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator			30	35%	9	21%	39	31%
	Assistant (AST & AST/SC)			23	27%	24	57%	47	37%
	<b>TOTAL</b>			<b>53</b>	<b>62%</b>	<b>33</b>	<b>79%</b>	<b>86</b>	<b>68%</b>
Male	Administrator			26	31%	3	7%	29	23%
	Assistant (AST & AST/SC)			6	7%	6	14%	12	9%
	<b>TOTAL</b>			<b>32</b>	<b>38%</b>	<b>9</b>	<b>21%</b>	<b>41</b>	<b>32%</b>
<b>Grand Total</b>				<b>85</b>	<b>100%</b>	<b>42</b>	<b>100%</b>	<b>127</b>	<b>100%</b>

**Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management<sup>37</sup>**

	2016		2020	
	Number	%	Number	%
Female Managers	5	56%	6	60%
Male Managers	4	44%	4	40%

## E. Geographical Balance

**Table 1 - Table on 31/12/2020 - statutory staff only (officials, TA and CA)**

Nationality	AD+FGIV		AST+FGII+FGIII		Grand Total	
	Number	% of Total staff in AD + FGIV	Number	% of Total staff in AST+FGII+III	Number	% of total staff
AT	3	4%		0%	3	2%
BE	4	6%	3	5%	7	6%
CY	1	1%		0%	1	1%
CZ	1	1%		0%	1	1%
DE	4	6%	2	3%	6	5%
DK	1	1%		0%	1	1%
EE		0%	2	3%	2	2%
ES	5	7%		0%	5	4%
FI	3	4%	1	2%	4	3%
FR	5	7%	2	3%	7	6%
GR	3	4%		0%	3	2%
IE	3	4%		0%	3	2%
IT	16	24%	36	61%	52	41%
LU		0%	1	2%	1	1%
LV		0%	1	2%	1	1%
MA	1	1%		0%	1	1%
MK	1	1%		0%	1	1%
NL	3	4%	1	2%	4	3%
PL	2	3%	2	3%	4	3%
PT	2	3%		0%	2	2%
RO	2	3%	3	5%	5	4%
SI		0%	1	2%	1	1%
TN	1	1%		0%	1	1%
TR	1	1%		0%	1	1%
UA	2	3%	1	2%	3	2%
UK	4	6%	3	5%	7	6%
<b>Grand Total</b>	<b>68</b>	<b>100%</b>	<b>59</b>	<b>100%</b>	<b>127</b>	<b>100%</b>

<sup>37</sup> From Head of Unit only

**Table 2 - Evolution over 5 years of the most represented nationality in the Agency**

Most represented nationality	2016		2020	
	Number	%	Number	%
IT	49	37%	52	41%

The ETF receives constantly a higher proportion of applications from its host country despite the wide publication of its vacancy notices, in particular for administrative and support positions (AST/FGII-FGIII), which explains the constant higher number of Italian nationals recruited. The ETF selection procedures are merit-based but where there are equal merits, the ETF would favour the under-represented nationalities.

## F. Schooling

### Agreement in place with the European School(s) of .....

<b>Contribution agreements signed with the EC on type I European schools</b>	Yes		No	X
<b>Contribution agreements signed with the EC on type II European schools</b>	Yes		No	X
<b>Number of service contracts in place with international schools:</b>				

### Description of any other solutions or actions in place:

Due to the absence of a European School in Turin and the fact that there are several international schools which are extremely expensive, the ETF covers up to 50% of the cost of fees above the ceiling foreseen in the Staff Regulations. This is done with the scope to support the ETF's capacity to attract and retain staff as a social support measure. The ETF is intending to apply a similar principle for pre-school and kindergarten from school year 2021/22

## Annex VI - Environment management

The ETF vision is to contribute to the Sustainable Development Goals following the EU approach<sup>38</sup> and to promote environmental protection and sustainable development to optimize the use of resources by both reducing their use as much as possible and using renewable resources.

In order to contribute to environmental protection and to implement the above-mentioned vision, the ETF has established an Environmental Management System, which complies with the EU Eco-Management and Audit Scheme (EMAS)<sup>39</sup>. Within the overall regulatory framework, the ETF is committed to:

1. Protecting the environment and minimize pollution through a sustainable use of resources;
2. Complying with the relevant environmental legislation, regulations and other compliance obligations;
3. Creating, maintaining and continuously improving the Environmental Management System and its environmental performance;
4. Ensuring awareness of environmental issues and the active participation of all staff, with a view to reduce the ETF environmental impact;
5. Encouraging suppliers and external stakeholders to abide by the environmental protection principles established by the ETF.

With the help of its Environmental Management System, the ETF pursues the following strategic environmental goals:

- Shifting towards the use of renewable energy sources and reducing overall energy consumption;
- Reducing the general use of resources and materials (incl. paper, plastics, gadgets, office equipment & furniture, stationery and other supplies);
- Reducing greenhouse/polluting gas and particulate matter emissions resulting from ETF-related travels (incl. commuting by staff, staff missions, travels of event participants and contractors);
- Reducing water consumption;
- Reducing and effectively managing waste;
- Shifting towards more sustainable events;
- Raising awareness among staff on environmental issues.

The ETF makes available the resources necessary to implement its Environmental Policy and to achieve its strategic environmental goals. The ETF has obtained EMAS and ISO certification in 2021. Following EMAS certification the ETF indicators and targets will be used to monitor the implementation of the action plan and report annually in the ETF's Annual Activity Report. The ETF approach to a more environmentally responsible way of working will have an impact on programming, planning, and implementation of the ETF work programme, particularly in relation to missions and events, whether physical or online.

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<sup>38</sup> [https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/eu-approach-sustainable-development-0\\_en](https://ec.europa.eu/info/strategy/international-strategies/sustainable-development-goals/eu-approach-sustainable-development-0_en)

<sup>39</sup> [https://ec.europa.eu/environment/emas/index\\_en.htm](https://ec.europa.eu/environment/emas/index_en.htm)

## Annex VII - Buildings

#	Building Name and type	Location	SURFACE AREA(in m²)			RENTAL CONTRACT					Host country (grant or support)	Building present value(€)
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)		
1	Villa Gualino	Turin, Italy	2,175 m²	3,825 m²	6,000 m²	1	30 years until 2027	Rent is covered by a Convention complemented by detailed service contracts			NO	N/A

The ETF does not have any building projects in the planning phase, nor any building projects submitted to the European Parliament and the Council

## Annex VIII - Privileges and immunities

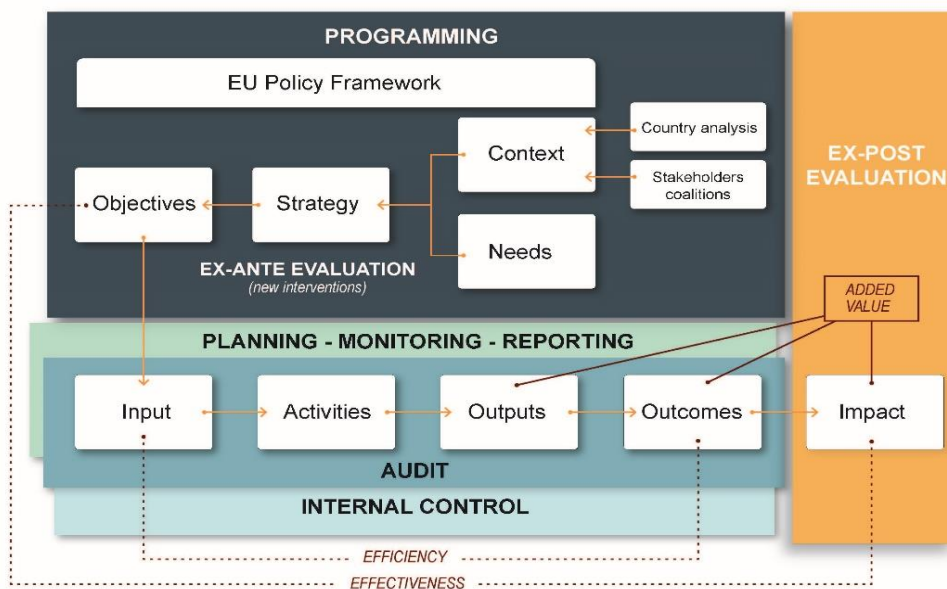
Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>* Local premises have been provided by local authorities on the basis of a convention that provides for the following main essential points: ETF to participate in the costs of refurbishing the premises to be used, ETF to pay a symbolic rent, ETF to participate in the costs of maintenance of the building</p> <p>* General support is provided by Italy against unauthorised access or other forms of disturbances to the premises.</p> <p>*ETF is authorised to install and operate communications systems.</p> <p>* ETF official communication is not subject to any restrictions or to confidentiality breaches.</p> <p>*The Protocol of privileges and immunities is applicable to ETF.</p> <p>* ETF, its assets and funds may not be subject to administrative or legal measures of constraints.</p> <p>*Premises (including temporary premises) and buildings are inviolable, except in case of emergencies/ fire.</p> <p>* ETF, its assets and funds are exempt from taxes or direct duties, except for taxes on public services.</p> <p>* ETF is exempt from the payment of VAT for purchases of goods or service. The value of the exemption is established in the law applicable to international organisations in Italy.</p> <p>* ETF imports and exports are exempted from customs duties, taxes, prohibitions or restrictions.</p> <p>* Goods transported as hand baggage are treated as diplomatic luggage.</p> <p>* ETF vehicles are exempted from any taxes, duties or fees or from any import prohibitions/ restrictions.</p> <p>* ETF exempted from payment social security and health insurance contributions on salaries paid to staff, except for local agents.</p>	<p>*Staff immune from legal proceedings for acts performed in the exercise of their official duties.</p> <p>* Staff exempted from taxes on salaries and emoluments paid by ETF.</p> <p>* Staff, spouses and dependent members of family not subject to immigration restrictions or registration formalities for foreigners.</p> <p>* For currency exchange staff has the same privileges as officials of equal rank in the diplomatic missions.</p> <p>* Staff, spouses and dependent members of family receive assistance for repatriation in the event of international crises.</p> <p>* Staff who is neither permanently resident in Italy at the time of their appointment, nor Italian, may, duty-free and without prohibitions and restrictions, import from the country of their last residence or the country of which they are nationals, when they first take up their post, for a period of one year from their appointment for a maximum of two shipments, their own furniture and personal effects, including a vehicle bought at the conditions of that country, which will be registered in special series.</p> <p>* Staff may export, in the year following the date of cessation of their duties, without prohibitions and restrictions, their own furniture and personal effects, including vehicles.</p> <p>* The ETF Director, spouse and dependent members of family, is granted privileges and immunities, facilities and concessions granted by the Italy to members of equivalent rank in the diplomatic corps in Italy.</p> <p>* Staff, who is neither permanently resident in Italy at the time of their appointment nor Italian, may, when they first take up their post, for a period of one year from their appointment purchase a motor vehicle free from taxes and charges.</p> <p>* Italy issues a special identity card to staff, spouses and dependent members of family to prove that the holder is ETF staff and enjoys privileges and immunities.</p>	None

## Annex IX – Evaluations

Evaluations in the ETF are integrated into the overall performance management system of the Agency and are commissioned either by the ETF or by the European Commission. ETFs evaluation practices are based on the principles of the European Commission, 'Better Regulation Guidelines and Toolkit':

- Capture the results of ETF's interventions and evidence of impact and added value;
- Improve the ETF's long-term capacity to achieve results and impact by identifying and disseminating the lessons learned from experience;
- Identify opportunities to adapt ETF's interventions according to achieved impact and country development stage (for example to scale up ETF work and/or put in place an exit strategy).

### ETF LOGIC MODEL



As an Agency of the European Commission, the ETF is subject to regular (4 year) evaluation by the Commission in consultation with the Governing Board of the implementation of the ETF Regulation. The Commission presents the results of the evaluation to the European Parliament, Council and European Economic and Social Committee following which the ETF formulates an action plan to remedy any problems or implement any recommendations. The action plan is entered into the ETF Improvement Plan with regular report to the Commission and Governing Board.

ETF commissioned evaluations mainly focus on assessing the extent to which the ETF's activities have achieved the planned results, the added value and impact. According to the ETF Financial Regulation<sup>40</sup>, retrospective evaluations shall be undertaken periodically and in sufficient time for the findings to be taken into account in ex-ante evaluations or impact assessments that support the preparation of related programme activities.

<sup>40</sup> Financial Regulation of the European Training Foundation, Turin, 15 June 2019 (GB-19-DEC-008)



## Annex X - Organisational management and internal control systems strategy

**Organisational performance and development** actions are identified through regular monitoring of a framework of indicators based on a core of 15 key performance indicators and the Internal Control principles to ensure efficient and effective organisational performance and proactive organisational change (see Annex VIII). This, together with a continued monitoring and evaluation of its operational delivery, performance and added value, provides the necessary evidence to ensure the quality of the work of the agency and a culture of quality enhancement and improvement.

### KPIS FOR ETF OVERALL PERFORMANCE 2022 - 2024

#### Administration

Activities completion rate <sup>41*</sup>	Rate (%) of completion of the activities of the ETF Work Programme Target >90%
Timely achievement of activities of WP*	Rate (%) of activities of the ETF Work Program timely achieved in year: Target 80%
Timely submission of WP/SPD to EC*	The Annual WP/SPD timely submitted to the EC. Target 100%

#### Operational

Knowledge uptake	Uptake of the developed ETF knowledge products
Programme design	Geographic and thematic coverage of EU Requests for support to projects and programmes design
Network level of participation	Engagement rate of active members in ETF networks
Stakeholder engagement	Number and typology of stakeholders engaged in ETF activities

#### Human resources

Administrative support, / operational staff ratio*	(Administrative support and coordination job type category)/(Operational job type category / Neutral job type category) Target <30%
Average vacancy rate*	% of authorised posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31 December. Target <5%
Staff engagement*	Rate (%) of staff engagement from satisfaction survey within the agency. (every two years) Target >2% increase

#### Finance

Commitment appropriation implementation*	Rate (%) of implementation of Commitment Appropriations. Target >98%
Payment appropriations cancellation rate*	Rate (%) of cancellation of Payment Appropriations. Target <2%
Timely payments*	Rate (%) of payments executed within the legal/contractual deadlines. Target >90%
Rate of outturn*	Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding received in Year Target >96%
Audit recommendation implementation*	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines. Target >90%

\* [SWD\(2015\)62](#) – Guidelines on KPI's for Directors of EU agencies

The ETF has a robust principle-based system of internal controls in place. In November 2017 the ETF adopted a framework of 17 Internal Control Principles, in line with the Commission's revised internal control framework.

The ETF internal control framework helps the ETF to reach its objectives and sustain operational and financial performance. It provides reasonable assurance that internal controls are in place and function correctly to mitigate risks, and that any potential weaknesses are addressed in the form of corrective actions.

The ETF monitors the implementation of internal controls on a regular basis through a number of internal control indicators. A robust assessment of the effectiveness of internal controls is carried out every year, the aim of which is to provide evidence-based reasonable assurance the internal controls are in place function as intended, and that any weaknesses are identified and improvement actions put in place accordingly.

In 2022 the ETF will follow up to the IAS audit on complementarity and cooperation mechanisms between the ETF and the EC services (audit planned for 2021-2022). The aim is to provide reasonable assurance regarding the internal control measures in place to support the effectiveness of cooperation and interactions between the ETF and the EC services, through an assessment of cooperation mechanisms and funding. In addition, the ETF will focus on beginning preparations for an internal audit carried out by IAS on digitalisation and review of internal processes. In parallel, raising internal awareness of risks and controls will continue to be a primary focus for the ETF.

Since 2014 the ETF has put in place an overall approach to develop and implement an in-house anti-fraud culture. In this context an Anti-fraud Strategy has been adopted to identify and assess existing anti-fraud measures as well as the residual areas of intervention needed to strengthen the ETF anti-fraud framework. In line with best practices and guidance issued by OLAF, the strategy has been updated in 2019 and complemented by an annual Action Plan.

In 2022 the ETF will continue to strengthen its anti-fraud culture by focussing on internal awareness raising with the aim of preventing conflicts of interest, irregularities and fraud.

The activities foreseen for 2022 will primarily aim at consolidating the achieved in-house awareness to prevent conflict of interest, irregularities and fraud. The ETF/OLAF Correspondent will interact with the relevant in-house actors by establishing a working group on "fraud risks" to review key target areas and preventive/mitigation actions in place. This activity will be complemented by regular and tailored actions namely the ex-post evaluation on the use of declarations of interest and conflict of interest forms, ex-post verification of financial transactions, the analysis of the register of exceptions and of the audit recommendations.

## Annex XI - Plan for grant, contribution and service-level agreements

The ETF participates in several ongoing EC service level agreements for services provided by other entities such as with DIGIT for IT security support, IT hosting and e-prior services, with DG BUDG for the use of ABAC, with DG HR/PMO for the provision of SYSPER and management of entitlements as well as with CDT and EPSO.

Within the ETF mandate and Financial Regulation, and in addition to the EU contribution, the ETF may receive additional revenue from EC/Union bodies through **Contribution agreement or Service level agreement** and from Member states/third countries/international organisations/non-Union bodies through **bilateral cooperation agreement or bilateral agreement** for services performed.

### From EC/Union bodies:

- Additional funds through **Contribution agreement** – *for actions compatible with the ETF mandate and objectives, justified by the specific expertise of the ETF, the nature of the additional tasks cannot be within the scope of the tasks already financed by the EC subsidy.*
- Funds/reimbursement through **Service level agreement** – *for provision of services*

### From Member states, third countries, international organisations, non-Union bodies:

1. Financial contribution to a specific project through **bilateral cooperation agreement** – *for contribution to ETF specific projects or actions*
2. Reimbursement for services performed through **bilateral agreement** – *for provision of services*

Currently, the ETF has one ongoing **agreement** with the European Commission, DG INTPA, in place for additional funds related to delivery of VET training seminars and study for an overall amount of 102,739 Euros. It is planned to further benefit from the options allowed by both the mandate and financial regulation and obtain additional revenue from entities requesting ETF services.

## Annex XII - Strategy for cooperation with third countries and/or international organisations

Cooperation with third countries and international organisations in the field of Human Capital Development is explicitly stated in the mandate of the ETF<sup>42</sup> i.e. working with partner countries, other international actors, EU Agencies and social partners at European level including participation of third countries who share the EU commitment to supporting Human Capital Development in third countries.

More specifically:

1. To facilitate the exchange of information and experience among donors engaged in human capital development reform in partner countries, and
2. To disseminate information and encourage networking and the exchange of experience and good practice between the EU and partner countries and among partner countries in human capital development issues.

For the ETF there are three main reasons to enter into or establish a partnership.

### 1. Advance the HCD Agenda in the ETF Partner Countries

A partnership provides the means to an end in creating the potential to achieve a reach the ETF could not achieve alone. It also facilitates the opportunity to increase the dissemination of good practices and ETF proven methodologies. This extends to influencing the reform processes and the development of strategic policies.

### 2. Access Capacities and Resources Beyond ETF's Current Means

Working in partnership increases the potential to find new or additional resources, enhances efficiency gains and cost saving; it affords the opportunity to make savings based on the economies of scale and provides increased access to resources and capacities outside the organisation. It also enables improvements in operational efficiency (cost/benefit analysis) and creates the opportunity to unlock expertise expansion and sustain policy implementation.

### 3. Wider Influence

Partnerships allow the opportunity to increase the influence of the ETF and provide opportunities to further advance the Human Capital Development agenda. They enable the ETF to increase its own visibility and credibility, thus enabling a greater capacity for the first reason to partner. Creating strategic alliances will enhance the ETF's international capacities, reach and knowledge base.

In the above context, the ETF strategic approach to cooperate effectively supports the identification of those partnerships that provide the organisation the greatest value to implement the ETF strategy 2021-2027 and to become **a global asset for the EU**, a resource to be used in support to the EU investments in human capital development through **a diversified provision of clearly agreed services**:

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<sup>42</sup> Regulation (EC) No 1339/2008 of the European Parliament and of the Council of 16 December 2008 establishing a European Training Foundation (recast) <http://data.europa.eu/eli/reg/2008/1339/oj>

- as an important resource for programming and preparing EU investment in human capital development and for monitoring and evaluating the resulting actions. This applies to both individual country assistance and centrally managed regional or thematic programmes;
- a **partner to the EU to enhance the strategic impact of EU funds**. On request, the ETF could upscale selected methodologies, intelligence, diagnosis or policy advice to a wider range of countries with the support of dedicated funds<sup>viii</sup> in accordance with the ETF's mandate and the scope afforded by its financial regulation.

## Annex XIII - Collaboration with other EU Agencies

### Cedefop Action plan for collaboration in 2022<sup>43</sup>

Actions	Activities
<b>Qualifications development</b>	<p>Shared products (publications):</p> <ul style="list-style-type: none"> <li>- (i) co-design, development and drafting of the European Inventory on Validation; (DG EMPL coordinates);</li> <li>- (ii) co-design, development and production, (also with UNESCO) of the fifth edition of the Global NQF Inventory;</li> </ul> <p>Joint advice to Commission:</p> <ul style="list-style-type: none"> <li>- exchange of data and intelligence on qualifications systems and frameworks in the Advisory Group's sub-group on NQF to EQF comparison for the third countries;</li> </ul> <p>Information-sharing, expertise exchange, peer learning:</p> <ul style="list-style-type: none"> <li>- contribute to new EU skills Agenda implementation in micro-credentials, individual learning accounts, interoperable databases of qualifications, common European VET profiles, upskilling pathways and international qualifications, use of ESCO and Europass in third countries.</li> </ul>
<b>Skills matching and anticipation/identification</b>	<p>Concrete thematic cooperation:</p> <ul style="list-style-type: none"> <li>- Platform economy/platform work: the knowledge sharing will continue in 2022, including participation in events, exchanges through peer learning events and technical meetings. A discussion is foreseen with Cedefop on the methodological aspect of the research on platform work, including a possibility to replicate/adjust the Cedefop's CrowdLearn methodology in selected ETF countries in 2023.</li> <li>- European Skills and Jobs survey (ESJS): ETF will implement the survey in 6-8 of its partner countries in 2022, using the same questionnaire developed and tested by Cedefop and building on lessons learnt from the survey implementation in EU countries in 2021. ETF and Cedefop will exchange information and findings, will have regular interaction to support the development/adaptation of the survey questionnaire and preparatory work for a joint publication to be developed indicatively in 2023, where selected results from the EU and surveyed ETF PCs will be analysed.</li> <li>- Upskilling pathways and addressing the needs of low-skilled adults and/or at social risk</li> <li>- Flexible and individualized skills development approaches and novel arrangements to access and participate in (re)training via Active Labour Market Programmes (including the potential of individual learning accounts).</li> </ul> <p>Network building and knowledge sharing:</p> <ul style="list-style-type: none"> <li>- Following Cedefop work and expertise on new skills needs and skills anticipation Cedefop's experts will be invited in the ETF's newly established Network of Experts. This is a network of researchers from both PCs and EU MSs, based on a longer-term engagement and investment and with a strategic approach on skills anticipation. Cedefop will be invited to join and actively participate in three online network conferences/seminars on three selected topics</li> <li>- Regular communication and exchange regarding the skills for green transition, use of Big Data in LMI, future of skills needs in selected economic sectors, and future skills needs in craftsmanship.</li> </ul>

<sup>43</sup> Draft action plan

Actions	Activities
<b>Effective teaching and learning</b>	<p>Network-building:</p> <ul style="list-style-type: none"> <li>- Cedefop's participation in ETF's new expert group steering its Creating New Learning's project;</li> </ul> <p>Co-development of common tools</p> <ul style="list-style-type: none"> <li>- sharing research tools and experiences in their use, and pooling of data, in respective projects in curricula innovation (notably Key Competences), VET teachers and trainers' professional development (Cedefop's feasibility study); teaching, learning and assessment methods;</li> <li>- Dissemination and enrichment of Cedefop practical tools for policy makers and VET practitioners</li> <li>- VET toolkit for tackling early leaving (<a href="http://www.cedefop.europa.eu/TEL-toolkit">www.cedefop.europa.eu/TEL-toolkit</a>); and</li> <li>- Empowering young NEETs (new)</li> </ul>
<b>Entrepreneurship competence in VET</b>	<ul style="list-style-type: none"> <li>- ETF's expert engaged in consultations/expert steering group for the Cedefop project on Entrepreneurship competence in VET (continued from 2020 and 2021)</li> </ul>
<b>Centres of Vocational Excellence</b>	<ul style="list-style-type: none"> <li>- Exchange of knowledge and expertise</li> </ul>
<b>VET Recommendation/Osnabruck declaration follow up – Reporting</b>	<ul style="list-style-type: none"> <li>- Cooperation in the development and implementation of the joint monitoring framework for the policy objectives and reform priorities under the Osnabruck Declaration and the VET Recommendation</li> <li>- Joint participation and presentation of findings in the ACVT/DGVT meetings</li> </ul>
<b>Knowledge sharing seminars</b>	<ul style="list-style-type: none"> <li>- Thessaloniki, June 2022</li> <li>- Torino, December 2022</li> </ul>



## EUROFOUND Action plan for collaboration in 2022



### **Annex to the Collaboration Agreement**

**between**

**the European Foundation for the Improvement of Living and Working Conditions, Dublin (Eurofound) and**

**the European Training Foundation, Turin (ETF)**

### **ACTION PLAN FROM JANUARY TO DECEMBER 2022**

In accordance with Article 3 of the Collaboration Agreement, and with regard to the Recommendations 9 -14 of the Commission's staff working document on the agencies external evaluation (reference 26/04/2019, ref. Ares (2019)2820794) on Reinforced cooperation, Eurofound and ETF have agreed the following action plan to cover the time period from January to December 2022:

Actions	Activities and responsible persons
<b>Knowledge coordination/exchange/joint products</b>	<ul style="list-style-type: none"> <li>• <b>New forms of employment, including platform work:</b> continuation of the discussion on methodological approaches, research findings, as well as contributions to events and joint meetings. Organisation of a knowledge sharing seminar on new economic, social and labour market trends and their policy implications in terms of working conditions and skills development. The Knowledge sharing seminar could involve the participation of EC, Cedefop, JRC and other experts. Final Knowledge product for dissemination.</li> </ul>
<b>Implementation of surveys/data collection/sharing of evidence and joint analytics</b>	<ul style="list-style-type: none"> <li>• <b>Surveys (ECS):</b> initiating joint discussions to explore possible implementation and adaptation of the ECS questionnaire to the needs of the partner countries (PC) in case the ECS survey is extended to the Candidate countries or other ETF partner countries.</li> <li>• <b>Sharing of data:</b> Exploring cooperation options for expanding the Eurofound e-survey to the Candidate countries or other ETF partner countries and sharing of data</li> </ul>
<b>Shared services</b>	<ul style="list-style-type: none"> <li>• Ongoing exchange of information on comparing methodologies of performance measurement (indicators) related to inputs and outputs between the four Agencies and align where possible (ETF: Thierry Foubert; Eurfound: Mattanja de Boer; Barbara Schmidt)</li> <li>• Continue to share methodologies for peer review risks 2020 Social and Employment involving CDT, Cedefop, ETF, EU, OSHA and Eurofound.</li> </ul>

<b>Development of Programming Document</b>	<ul style="list-style-type: none"> <li>• In consideration of the different mandates of the Agencies the joint action plan for the next year will be prepared following the exchange of draft work programmes before their approval by the respective Administrative Boards. Both agencies will refer to each other's work and cooperation where appropriate.as well as in relevant strategic discussion</li> </ul>
<b>Organisation of the annual consultation</b>	<ul style="list-style-type: none"> <li>• Organisation of annual meetings (possibly teleconference) to discuss and assess progresses on the above and other relevant issues.</li> </ul>

Eurofound and ETF will inform their respective Governing Boards on progress with regard to the implementation of the agreed Annual Action Plan. Both Agencies will also ensure that staff is sufficiently informed about the plan and is committed to its implementation. On behalf of Eurofound, Stavroula Demetriades has been nominated as the contact person for the Action Plan and Francesca Gandini will be ETF's contact person.

## Annex XIV – Planned requests from EU services 2022

Planned requests with approximate budget and resource allocation without mission costs.

### POLICY ADVICE TO EU FOR POLICY DIALOGUE

Country	Description
<b>Jordan</b>	<ul style="list-style-type: none"> <li>"Provision of support and advice to the EUD and project team for the e-learning project (BTCL Support to the Implementation of the TVSDC Action Plan with focus on Blended Training, eLearning, and Teaching Services ENI/2020/420-957- implemented by GiZ)"</li> </ul>
<b>Lebanon</b>	<ul style="list-style-type: none"> <li>Contributing to a targeted strategic dialogue with the Ministry of Education and Higher Education (MEHE) on the education priorities highlighted by ETF through the Education Diagnostic.</li> <li>Accompany the implementation of some of the recommendations included in the diagnostic</li> </ul>
<b>Morocco/Capo Verde</b>	<ul style="list-style-type: none"> <li>EQF comparison pilots with third country frameworks – Two pilots for EQF international cooperation with national qualifications frameworks (Morocco/Capo Verde) and one pilot with a regional qualifications framework (the Southern African Development Community Framework).</li> </ul>
<b>Ukraine</b>	<ul style="list-style-type: none"> <li>EQF comparison pilots with third country frameworks – Two pilots for EQF international cooperation with national qualifications frameworks (Morocco and Ukraine) and one pilot with a regional qualifications framework (the Southern African Development Community Framework).</li> </ul>
<b>All</b>	<ul style="list-style-type: none"> <li>Peer learning event on EQF comparison, hybrid event Q4 2022</li> <li>Update guidelines for the comparison of qualifications framework with EQF</li> </ul>
<b>All</b>	<ul style="list-style-type: none"> <li>Input to sub-committee meetings (recurrent request based on calendars of meetings)</li> </ul>
<b>Eastern Partnership</b>	<ul style="list-style-type: none"> <li>ETF expertise contribution to Education programming 2022</li> </ul>
<b>South and Eastern Europe and Turkey (SEET)</b>	<ul style="list-style-type: none"> <li>Provision of support and advice to the Western Balkans countries for introducing Youth Guarantee schemes (in partnership with ILO)</li> </ul>
<b>Southern and Eastern Mediterranean (SEMED)</b>	<ul style="list-style-type: none"> <li>Provision of expertise input in the preparation of the Policy Conference and 5<sup>th</sup> UfM Ministerial Declaration of Employment and Labour</li> </ul>
<b>Planned resources -Budget € 156,000 and Expertise 473 WD</b>	

### MONITORING AND ASSESSMENT

Country	Description
<b>SEET</b>	<ul style="list-style-type: none"> <li>Support to the assessment of Economic Reform Programmes</li> </ul>
<b>SEET (except KOS and BIH)</b>	<ul style="list-style-type: none"> <li>Osnabruck Monitoring</li> </ul>
<b>SEET, SEMED, EE</b>	<ul style="list-style-type: none"> <li>Regular monitoring of developments and trends in education and training, labour market and employment policies (country fiches)</li> </ul>
<b>SEMED</b>	<ul style="list-style-type: none"> <li>Provision of support and advice for the follow up of the UfM monitoring of the UfM Ministerial Declaration priorities of Cascais 2019</li> </ul>
<b>Planned resources - Budget € 88,000 and Expertise 465 WD</b>	

## METHODOLOGICAL TOOLS AND GUIDES

Country	Description
All	Finalisation and dissemination of a methodology for rapid education sector diagnosis (RED) in fragile environments (EDA continuation)

Planned resources -Budget: €17,000-Expertise 40 WD

## DIFFERENT PHASES OF THE EU BILATERAL AND REGIONAL EXTERNAL ASSISTANCE PROJECT CYCLE

Country	Description
Africa	<ul style="list-style-type: none"> <li>Support the EU-AU summit- through the business forum Africa (to be confirmed)</li> </ul>
Azerbaijan	<ul style="list-style-type: none"> <li>Content and methodological advice to the EUD on the set of on-going HCD projects, that are part of Annual Action Programme 2018 Education for Employment.</li> </ul>
Egypt	<ul style="list-style-type: none"> <li>Support to the implementation and content monitoring of the TVET II programme - Programme Implementation Unit (PIU)</li> </ul>
Georgia	<ul style="list-style-type: none"> <li>Analysis/review of current EU budget support programmes which target skills development and labour market issues, including actions from other donors, the post-covid recovery, the digital and green transitions. This input should include, beside thematic priority areas, also modalities of intervention</li> <li>Input to operational implementation of ITD (Terms of reference) on the skills dimension of the project</li> <li>Input to the twinning fiche</li> </ul>
Israel	<ul style="list-style-type: none"> <li>Israeli national qualification framework – follow up of EU funded Twinning project</li> </ul>
Lebanon	<ul style="list-style-type: none"> <li>Provision of technical input in the implementation of 'VTE4all - recognised job-related competences for Syrian refugees, Internally Displaced Persons (IDPs) and vulnerable Lebanese'</li> </ul>
Kosovo <sup>44</sup>	<ul style="list-style-type: none"> <li>Provision of technical inputs to the implementation of the project ALLED II (IPA 2017)</li> </ul>
North Macedonia	<ul style="list-style-type: none"> <li>Advice on employment, activation and skills relevance actions included in current and upcoming IPA interventions</li> </ul>
Palestine <sup>45</sup>	<ul style="list-style-type: none"> <li>Provision of ad-hoc support and advice to the new EU programme "Youth Economic Empowerment", implemented by ENABEL. ETF provided comments in the design phase of the project</li> <li>ETF to facilitate the discussion with the EU development partners to build together a roadmap for employability of East Jerusalem residents</li> </ul>
Serbia	<ul style="list-style-type: none"> <li>IPA III Programming in education and training for employment and inclusion: lifelong learning</li> </ul>
Tajikistan	<ul style="list-style-type: none"> <li>Content and methodological advice during the implementation of the Tajikistan Quality Education Support Programme II (QESP II)</li> </ul>
Turkey	<ul style="list-style-type: none"> <li>Content and methodological advice for IPA II projects:               <ol style="list-style-type: none"> <li>EU TA project supporting Turkish Qualifications System and Framework Operation (TUYEP);</li> </ol> </li> </ul>

<sup>44</sup> This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence.

<sup>45</sup> This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual position of the Member States on this issue.

	<ol style="list-style-type: none"> <li>2. Future of Work- A Future of Work that Works for Women, Gender Equality in the Working Life;</li> <li>3. Development of Human Resources through Vocational Education and Training and Improving the Quality of VET in Turkey (IQVET) Project III Sectorial Center of VET Excellence (SCoE) for VET teachers.</li> </ol>
<b>Turkey</b>	<ul style="list-style-type: none"> <li>• IPA III Programming in education and training for employment and inclusion</li> </ul>
<b>Uzbekistan</b>	<ul style="list-style-type: none"> <li>• Provision of expertise input on UNESCO EU Agriculture TVET project (2020 -2024) for inception phase and launching of granting schemes</li> </ul>
<b>Ukraine</b>	<ul style="list-style-type: none"> <li>• Content monitoring of the VET reform progress in Ukraine</li> </ul>
<b>Eastern Partnership</b>	<ul style="list-style-type: none"> <li>• Cooperation and support in the framework of EU4Youth <ol style="list-style-type: none"> <li>1. PES intra-regional network events and capacity building</li> <li>2. Policy Labs</li> <li>3. EU4Youth Phase III</li> <li>4. Regional Programme (Employment) – provision of expertise contribution on the events related to enhanced networking of PES on youth employment topics</li> <li>5. Recognition and validation of non-formal and informal learning</li> <li>6. Expertise contribution in identifying Work-based learning needs (timeline/modalities tbd)</li> </ol> </li> </ul>
<b>Eastern Partnership</b>	<ul style="list-style-type: none"> <li>• Request for expertise to develop academic-career advisory programme for students (secondary school) in 2022/2023 - Eastern Partnership European School in Georgia</li> </ul>
<b>Southern and Eastern Europe</b>	<ul style="list-style-type: none"> <li>• Contribution to programming in HCD in IPA III</li> </ul>
<b>Planned resources - Budget € 88,000 and Expertise 478 WD</b>	

## EXTRA BUDGETARY ACTIVITIES

- **Centres of Vocational Excellence** - to support the international dimension of CoVEs
- **ACQF II**: Implementation of the African Continental Qualification Framework
- **DARYA** project: Dialogue and Action for Resourceful Youth in Central Asia