

ETF WORK PROGRAMME 2006

Introductory remarks

In common with overall development of EU policies and programmes, 2006 will be a transition year for the ETF's work. This has had a significant impact on the objectives and activities presented in the 2006 Work Programme.

As foreseen in our Mid-term Perspective 2004-6, ETF activities primarily focus on achieving the objectives and completing the projects launched under the 2000-2006 external relations programmes. In parallel, the ETF will increasingly engage in preparatory activities to help ensure that the new 2007-2013 external relations programmes and projects are fully prepared, and that counterparts in the partner countries have the necessary capacities to define their reform strategies in the light of their agreements with the EU. Achieving these two goals will be an important part of our work with the Commission and local partners in each of the four regions where the ETF provides its services. In this respect, a key feature in the ETF's Work Programme activities in 2006 will be the Advisory Forum conference which will take place in June 2006 under the Austrian Presidency. This will be an opportunity for stakeholders from partner countries, EU and donor institutions to review the achievements of the current reform policies and programmes and identify the main challenges for the next phase.

In preparing its 2006 Work Programme, the ETF has sought to improve the strategic presentation and focus of its services. The Work Programme makes the ETF's work to support and build capacity in partner countries more visible, and shows how EU support can complement national reform efforts in partner countries. This issue is presented in the regional texts and tables, and is also summarised in country tables in annex to the Work Programme. We believe this will help partner country stakeholders and donors engage actively in the work of the ETF, and raise the overall impact of the reform process. These summary Tables are further elaborated as Country Plans on the ETF website. A second improvement in the Work Programme has been to clarify the focus of the ETF's investment in innovation and learning as a tool to develop new approaches to reform which can benefit partner countries and the EU, as well as expertise development for the ETF.

During 2006, the ETF will also intensify its efforts to provide a useful and practical framework to help EU Member States support the reform process in partner countries in coherence with Community priorities and programmes. This will in turn raise awareness within the EU and its institutions of the strategic importance of VET reform as an investment sector in partner countries, and give the institutions a better appreciation of the added value of the work of the ETF. A reinforced external communication policy and programme will be critical in achieving this objective.

The ETF will continue to develop its organisational capacities and its compliance with its regulatory framework. During 2006, the organisation will strive to improve its capacities and expertise also through input from the Internal Audit Service and the results of the 2005 External Evaluation exercise.

The year 2006 is also expected to continue a review of the ETF's mandate to bring its services in line with the new external relations instruments that are expected to come into force from 2007. This will be an opportunity for the EU to consider how to build on the investment and expertise developed. It is also an opportunity to clarify the expectations of the Commission regarding the future role of the ETF in providing Tempus technical assistance. The ETF is fully ready to engage with its stakeholders in this review and looks forward to supporting the EU institutions, partner countries and Member States in meeting the challenges of the new programmes and continuing to provide value for the Community and its partner countries.

In the meantime, I would like to express my thanks to all stakeholders in the EU Member States and institutions, partner countries and in other organisations who co-operate actively with the ETF in supporting the reform process in the partner countries. I would also thank ETF staff for their active engagement in achieving the mission of the agency. I look forward to continuing our co-operation during 2006 and beyond.

Muriel Dunbar

Director

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Summary of ETF Work Programme 2006

Activity	Specific Objectives	Expected results
Support for Eastern Europe, the Caucasus and Central Asia	To increase the impact of EU investment in VET in Eastern Europe, the Caucasus and Central Asia in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	<ul style="list-style-type: none"> ▪ Tacis programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries. This will include the provision of relevant information and analysis as requested ▪ Support provided to Commission services to inform ENPI and ECDCI programming 2007-2013 ▪ Dissemination of information on EU policies on vocational education, training and employment in ENPI countries
	To build capacity in Eastern Europe, the Caucasus and Central Asia to review, design and plan implementation of VET system reform based on relevant information and analysis	<ul style="list-style-type: none"> ▪ Capacity of partner countries improved to review, design and implement VET system reform ▪ Capacity of partner countries improved to benefit from and absorb larger scale EU interventions in the sector ▪ Understanding and exchange of experience among Central Asian countries on issues relevant for VET reform increased, with particular reference to issues related to national qualifications and skills development for poverty reduction
Support for the Mediterranean region	To increase the impact of EU investment in VET in the Mediterranean region in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	<ul style="list-style-type: none"> ▪ MEDA programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries. This will include attention to the development of sector policy support programmes and provision of relevant information and analysis as requested. ▪ Support provided to Commission services to inform ENPI programming 2007-2013 ▪ Dissemination of information on EU policies on vocational education, training and employment in MEDA region ▪ The MEDA ETE regional programme is implemented according to agreed TORs ensuring complementarity and synergy with other interventions in the region
	To build capacity in the Mediterranean region to review, design and plan the implementation of VET system reform based on relevant information and analysis	<ul style="list-style-type: none"> ▪ National capacities enhanced in selected partner countries (Syria, Jordan, Egypt, Morocco, Algeria, WBGS) to collect and analyse performance of their labour market and training systems in order to better forecast future needs. ▪ Understanding and exchange of experience between EU and among countries in the region on issues relevant for VET reform increased, particularly on issues related to national qualifications ▪ Capacity of partner countries improved to review, design and implement VET system reform, particularly on issues related to financing ▪ Intelligence built on key issues relevant for VET reform in the region as basis to design further capacity building actions

Activity	Specific Objectives	Expected results
Support for South Eastern Europe	To increase the impact of EU investment in VET in South Eastern Europe in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	<ul style="list-style-type: none"> ▪ CARDS programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries and EAR. This will include the provision of information and analysis to Commission services as requested ▪ Support provided to Commission services to inform programming of new Instrument for Pre-Accession (IPA) programming 2007-2013 ▪ Dissemination of information on EU policies on vocational education, training and employment in potential candidate countries
	To build capacity in South Eastern Europe to review, design and plan the implementation of VET system reform based on relevant information and analysis	<ul style="list-style-type: none"> ▪ Continued collection of more detailed quantitative and qualitative information (at national and trans-national level) on specific aspects of VET and employment at national and trans-national level are provided to the CEC and wider public ▪ Country peer reviews provide analysis on nationally identified topic and furnish the European Commission and national stakeholders with policy recommendations ▪ Capacity of teachers and trainers increased through training and exchange of experience ▪ Skills in SEE enterprises reinforced to underpin economic development
Support for Enlargement	To increase the impact of EU investment in VET in the candidate countries in line with EU Pre-accession Policy through input to the EC's project cycle and dissemination of EU policies	<ul style="list-style-type: none"> ▪ Commission programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels, (in particular DG ELARG and DG EMPL), and EC Delegations in candidate countries. This will include the provision of information and analysis to Commission services as requested ▪ Support provided to Commission services to inform programming of new Instrument for Pre-Accession (IPA) programming 2007-2013 ▪ Institution capacity building for social partnership and for the preparation of accession and structural funds management ▪ Dissemination of EU policies on education, training and employment in Candidate Countries ▪ Support the participation of the candidate countries in Cedefop activities and networks
T.A. to Tempus Programme	Assistance provided for the implementation of the Tempus Programme in full compliance with CEC priorities and standards and within the regulatory framework	<ul style="list-style-type: none"> ▪ Tempus projects selected for funding ▪ Projects evaluated and project performance monitored ▪ Improved visibility of the Tempus Programme and its results and impact assessed ▪ Improved management of Tempus projects through IT tools ▪ General programme development and general administrative support provided ▪ Tempus operational funds managed

Innovation and Learning	To support and facilitate the ongoing development of VET expertise in EU priority policy areas within the ETF and its stakeholders	<ul style="list-style-type: none"> ▪ Enhanced capacity to use core competencies in lifelong learning for young people and adults in reform policies and strategies ▪ Identification of patterns in migration from selected partner countries and possible programme options for VET measures ▪ Identification of processes to improve the integration of young people into partner country labour markets ▪ Development of a consolidated approach to impact measurement of VET interventions ▪ Increased capacity to provide professional and technical thematic expertise to ETF internal and external stakeholders,
Corporate Communication	Disseminate information and encourage exchanges of expertise, knowledge and experience through publications, the Internet, media, meetings and other appropriate means	<ul style="list-style-type: none"> ▪ Increased visibility of the ETF, its expertise, its products and its services towards policy makers, experts, practitioners from EU Institutions, Member States, ETF partner countries, and to the general public.
Governance and Compliance	ETF has agreed its strategic objectives for 2007-9 in line with EU priorities and stakeholder feedback.	<ul style="list-style-type: none"> ▪ ETF strategic objectives developed in consultation with ETF stakeholder groups and staff indicate the agency's role under the new Financial Perspectives
Infrastructure management	Reinforced capacity to deliver cost-efficient services in compliance with EU regulations and in line with the needs and requirements of internal and external customers.	<ul style="list-style-type: none"> ▪ Improved compliance with Quality Standards introduced by the Internal Control Standards (ICS) and more generally EU public service regulations compliance. ▪ ETF operational activities evaluated according to ETF M&E policy, and improvement steps implemented ▪ External Evaluation report findings responded to by ETF action plan
	Improved efficiency and effectiveness of ETF organisational management approaches	<ul style="list-style-type: none"> ▪ HR management policies and practices support flexible, team-based structure ▪ ETF financial management complies with EU practices and standards
	ETF contributes to the co-ordination of Community assistance to partner countries.	<ul style="list-style-type: none"> ▪ EU Member States and international organisations actively co-operate with ETF to achieve the VET related goals of EU external relations policy
	ETF statutory bodies are managed effectively and efficiently according to their mandate and Rules of Procedure	<ul style="list-style-type: none"> ▪ Regulated, guided and informed activities through the active contribution of the statutory bodies
	Reinforced capacity to deliver cost-efficient administrative services, which are responsive to the needs of internal and external customers	<ul style="list-style-type: none"> ▪ Continuity of services and maintained efficiency in a changing environment including premises and technological infrastructure maintenance

ETF core objective, role and values

In 2005, the ETF defined its core objective as assisting partner countries in developing high quality vocational education and training (VET) systems.

The ETF's role is to share expertise and advise on policies in vocational education and training across regions and cultures. Working on behalf of the EU, the ETF helps its partner countries to develop people's skills and knowledge to promote better living conditions, active citizenship and democratic societies that respect human rights and cultural diversity.

The ETF's work is based on the conviction that vocational education and training can make a fundamental contribution to increasing prosperity, creating sustainable growth and encouraging social inclusion in developing economies.

The ETF works in close cooperation with partner organisations to promote knowledge sharing and expertise development.

The ETF aspires to a set of shared values, which guide the organisation and its staff in its external contacts as well as in internal cooperation.

- Diversity:** The ETF recognises, learns from, and improves through differences. The ETF encourages dialogue and treats everyone with consideration and respect.
- Integrity:** The ETF's behaviour and decisions reflect honesty, openness and fairness.
- Development :** The ETF builds on teamwork, initiative and continuous improvement of skills and knowledge. The ETF encourages innovation and embraces change.

Services and stakeholders

Services to the European Commission

The ETF is funded from the operational budgets for the Phare, CARDS, MEDA and Tacis Programmes and as such represents a resource for each of these programmes. The Commission does not pay the ETF directly for its services as the Foundation is already funded from the programme budgets and has its own staff, mission and operational budget. The ETF provides advice and project cycle support to the Commission where requested. The ETF's contribution to the Commission helps to make EC investment in VET reform in partner countries effective and in line with EU external relations policies and programmes.

The ETF's services to the Commission on request include the following:

- helping DGs RELEX and ELARG to assess needs, to programme and follow up on programme results;
- supporting DG EUROPAID in the identification and launch of projects as required; helping EC Delegations in the project cycle management and impact assessment of VET related projects where requested;
- assisting DGs EAC, EMPL and ENTR in the dissemination of information on EU policies and innovative practice, and in the preparation of partner countries so that they can participate in relevant EU policy developments. The ETF is particularly engaged in the dissemination of policy frameworks, approaches and good practice generated through the Lisbon, Education and Training 2010 and Bologna processes.
- helping DG EAC in the technical assistance for the Tempus programme;
- providing advice on VET reform in the Partner Countries to other Commission Services as requested;

- providing general services such as information on VET reform in the partner countries, best practice in the EU Member States, focused capacity building among policy makers, and implementing small-scale pilot projects to test innovative approaches to reform in partner countries;
- facilitating donor co-operation in its field in close consultation with Commission services.

Services to partner countries

The ETF supports partner countries through providing opportunities for policy learning on reform strategies to policy makers and key stakeholders in the countries. As input to policy makers in partner countries, the ETF provides advice on VET policy and innovative approaches in EU and relevant good practice from other partner countries or appropriate contexts. Through its services to partner countries, the ETF seeks to enable policy makers to integrate their reform efforts within the overall support framework provided by the EU. The ETF also supports countries to develop participatory policy development which actively involves key stakeholders in the education and training system at national, local and individual levels to ensure ownership and sustainability for the reform process. The ETF's specific services to partner countries focus on capacity building activities which provide policy makers with the tools to define their own policy direction. In particular, ETF services include targeted seminars, study visits, focus group to encourage reflection and debate among policy makers supported by the development of reliable information and analysis on the reform process.

Services to Member States

The ETF also works in close co-operation with Member States to promote effective co-operation between the Community and eligible countries, and to contribute to the co-ordination of assistance provided by the Community, its Member States and partner countries. The ETF seeks to engage EU Member States in its work to help ensure a common and constant focus between Commission and Member State external relations programmes, and therefore enhance the overall impact of Community assistance to partner countries.

ETF policy priorities for 2006

The ETF mid-term policy objectives for 2006 are derived from the goals set in its Mid-term Perspective 2004-2006 adopted by the ETF Governing Board in November 2003. The policy priorities for 2006 are formulated as objectives to guide the ETF operational and corporate governance activities. VET operational priorities are based on EU external relations policies towards each partner region, namely:

- EU policy towards Eastern Europe, Caucasus and Central Asia supports the economic and political transformation in the region. The ETF will focus on integrating VET reform in the transformation process, in particular to combat poverty and promote social and economic development within a market economy framework. The ETF will also support preparation of the countries to participate in emerging EU support Instruments for the region.
- The EU's Euro-Mediterranean partnership policy aims at creating a common area of peace and stability, the construction of a zone of shared prosperity and the rapprochement between the peoples of the region and EU. The ETF will support the achievement of these objectives by helping the countries develop VET systems which promote economic growth, social inclusion and active citizenship reform, and by encouraging bottom up approaches that develop co-operation and participation at national and local level. The ETF will also support preparation of the countries to participate in the European Neighbourhood Instrument.
- EU policy towards South Eastern Europe focuses on supporting democracy, economic reform and stability with a view to the potential accession of the countries to the EU in the long term. Within that framework, the ETF will help the countries develop vocational education and training policies that promote economic development and social cohesion. In particular, the ETF will help the countries prepare for changes in EU assistance which will come into force with the Instrument for Pre-Accession.
- The EU's Enlargement policy focuses on assisting the candidate countries to improve their infrastructure and economy with a view to fulfilling the criteria necessary for accession to the EU. The ETF will support that policy by helping to prepare the countries to take full part in the European

strategy in education, training and employment (Lisbon strategy). The ETF will contribute to the final preparations for accession in Romania and Bulgaria and work to ensure that the pre-accession process in Croatia and Turkey takes into account the preparation of the Pre-accession Instrument as well as the lessons learned by the agency in the new Member States.

In addition, the ETF has fixed specific objectives to direct its expertise development capacity as well as the technical assistance service it provides DG EAC for the Tempus programme. At a strategic management level, the ETF's policy priorities are guided by its efforts to ensure effective corporate communication and compliance with standards of good governance, its regulatory framework and the overall EU reform process:

Added value

The ETF's added value comes from its unique established knowledge base consisting of:

- expertise in VET and its links to key economic and social development policy fields such as employment. This also comprises knowledge of the strengths and weaknesses of different VET reform strategies
- knowledge of the partner countries, the state of VET development, and their future needs and priorities
- understanding of EU external relations policies, priorities, and instruments.

The ETF combines these three elements to provide tailored advice to the Commission and partner countries on how to achieve sustainable reform. This advice embeds VET reform in the overall economic and social development strategies of the partner countries in line with EU external relations priorities.

The ETF's established expertise base enables it to provide tailored advice at a time when specialised knowledge on approaches to VET reform in societies and economies in transition is increasingly scarce among development agencies and donors.

The ETF's added value is reinforced by the different networks it manages. It draws on the knowledge within our networks to provide services to the Commission and partner countries. There are three types of network:

- The networks of stakeholders within individual partner countries underpin an approach based on consultation and ownership for reform at national and local levels.
- The networks of bilateral/multilateral development agencies and donor organisations provide a platform for sharing expertise and approaches in reform
- International networks of stakeholders from different partner countries, EU Member States and other multilateral organisations (such as the Advisory Forum) give the opportunity to share expertise within and between countries and regions.

The ETF is an established EU agency. It is fully integrated in the family of EU institutions and its work is dictated by EU policies and priorities. As an EU agency, the ETF provides advice that draws on best practice in the EU and the Member States. This enables partner countries to develop their reform approaches based on a comprehensive understanding of the EU heritage in this field. As an international organisation, the ETF is also in a position to assume the role of neutral broker in the reform process. The agency is able to bring different stakeholder groups together and provide objective expert advice.

Lessons learned from previous experience

In developing its annual Work Programme, the ETF draws on the lessons learned over the first decade of activity. The main lessons can be summarised as follows:

- As an EU agency, THE ETF's contribution to partner country reform is framed by the EU's overall external relations policies and priorities

- Each partner country has its own traditions and context. Sustainable reform can only be achieved through policies tailored to the specificities of each partner country and developed in consultation with local policy makers. Policies cannot simply be copied from other countries;
- Reform is highly dependent on the capacity of partner country institutions and stakeholders to drive the changes forward. Capacity-building measures are a prerequisite for successful reform. In particular, capacity building should target potential 'agents of change' within the VET system;
- Reform should be system-driven rather than project-driven. Sustainable reform must be based on an established, stable reform policy agenda fully owned by local stakeholders and their institutions;
- Reform can be made more effective and efficient when donors co-operate together to support the partner country's reform policy through a sectoral approach. The ETF gives priority to enabling coherence between Community external relations priorities and the reform actions of individual Member States;
- Sustainable reform takes a long time to work through the system. Investment in reform by the partner country and from external agencies must have a long-term perspective;
- The ETF must maintain and develop its knowledge base and networks to ensure its expertise is state-of-the-art;
- The ETF must be proactive and flexible in its approach. It must work closely with the Commission to inform and anticipate its requests. It must also ensure structured communication with the European Parliament and Council to ensure that the Community is aware of the ETF's role and gains maximum return from its investment;
- As an EU agency, the ETF must comply in full with EU standards of management and administration, though these may need to be adapted to the size and operational context of the agency.

Risks and assumptions

In the light of recommendations from the ETF Governing Board and the Internal Audit Services, the ETF is developing a risk management policy and approach. Preparatory work is being carried out during 2005 to draw up the risk management policy and complete a first identification of ETF corporate risks and mapping of ETF procedures. This process is based on the methodologies used in the Commission and will focus on four main areas:

- Effectiveness and efficiency of operations
- Compliance with the ETF regulatory framework
- Reliability of internal and external financial management and information
- Safeguarding assets and prevention and detection of fraud

The preparatory work in 2005 should lead to the establishment of a more complete and robust system during 2006. The main efforts during 2006 will be to carry out a detailed identification and assessment of the ETF's risks and prepare an action plan to respond to critical risks. The ETF will also take steps to further integrate risk assessment within its annual business cycle and internal control activities. These initiatives will be taken in full consultation with the ETF's Governing Board.

Pillars, Activities and Strands

The ETF's 2006 Work Programme is divided into four strategic pillars encompassing 9 activities that reflect the operational and regulatory environment of the ETF.

Pillar 1: Operations and Innovation, including the ETF's VET reform activities in the four regions it serves, its investment in expertise development and the specific support to the Tempus programme:

1.1 VET Operations

1.1.1 Support to Eastern Europe, the Caucasus and Central Asia (*Activity 1*)

1.1.2 Support to Mediterranean region (*Activity 2*)

1.1.3 Support to South Eastern Europe (*Activity 3*)

1.1.4 Support to Enlargement (*Activity 4*)

1.2 Technical Assistance to the Tempus Programme (*Activity 5*)

1.3 Innovation and Learning (*Activity 6*), including corporate expertise and staff development

Pillar 2: Corporate Communication (*Activity 7*) including external communication, dissemination and promotion of services and products

Pillar 3: Governance and compliance, (*Activity 8*) including strategic and operational management, compliance management including monitoring and evaluation, financial and HR management

Pillar 4: Infrastructure management (*Activity 9*) including premises, utilities and running costs

Each of the regional VET operational activities (1.1-1.4) is further divided into two "strands" according to the services that the ETF provides directly to the Commission or to partner countries¹. The ETF's co-operation with Member States is mentioned in the Work Programme where relevant.

1. **Support to EC programmes and dissemination of EU policies.** This strand includes the ETF's efforts to support EC services for the definition and implementation of relevant EU external policies and programmes. This support is provided according to the specific request of the different EC services according to their project cycle management needs. This strand also includes the support to Commission services for the dissemination of EU policies (in particular, Lisbon, Education and Training 2010 and Bologna processes) to partner countries.
2. **Capacity building, information and analysis for the partner countries:** This includes support to the development national education and training reform policies and implementation frameworks. It also covers activities to develop the reliable information and analysis for the partner countries, the ETF and other donors for policy definition and monitoring the progress of reforms.

¹ This represents a change from Work Programme 2005 in which each region also featured a third strand for development activities that mixed capacity building and innovation. In 2006, ETF has sought to make its capacity building activities in each region more visible and focused. The innovation activities have therefore been moved to Activity 6 Innovation and Learning.

Summary of resources by activity

ETF Strategic Pillars	Temporary Agents	Contract/ Local Agents	Total costs	%
1. Operations and Innovation	64	9	13,916,681	71.6%
1.1. <i>VET Operations</i>	33	0	7,674,388	39.5%
Eastern Europe and Central Asia	8		1,134,312	
Mediterranean region	10		1,417,890	
South Eastern Europe	9		1,276,101	
Enlargement	6		850,734	
1.2. <i>TEMPUS Technical Assistance operations</i>	20	8	3,483,663	17.9%
Eastern Europe and Central Asia (TACIS)	8	3	1,092,000	
Mediterranean region (MEDA)	7	3	955,500	
South Eastern Europe (CARDS)	5	2	682,500	
1.3 <i>Innovation and Learning</i>	11	1	2,758,629	14.2%
2. Corporate Communication	8		1,171,911	6.0%
3. Governance and Compliance	25	3	2,555,197	13.1%
3.1. <i>Strategic and Operational Institutional Management (including costs of statutory bodies)</i>	5		930,319	12.4%
3.2. <i>Monitoring, Audit and Evaluation</i>	4		630,856	8.1%
3.3. <i>Competencies Management and Personnel administration</i>	6		342,383	4.6%
3.4. <i>Financial and Procurement Management</i>	10	3	570,639	7.6%
4. Infrastructure	8	6	1,806,211	9.3%
4.1. <i>Renting and investment costs in technical infrastructure and premises</i>	2	1	340,528	
4.2 <i>Utilities and running costs</i>	6	5	1,465,683	
Overall totals	105	18	19,450,000	100%

ETF Budget 2006 - breakdown by budgetary title

ETF Strategic Pillars	Title I*	Title II*	Title III*	Total
1. Operations and Innovation	10,300,699	5,100	3,502,200	13,807,999
1.1. <i>VET Operations</i>	5,169,999		2,448,350	7,618,349
Eastern Europe and Central Asia	1,253,333		593,539	1,846,873
Mediterranean Region	1,566,666		741,924	2,308,591
South Eastern Europe	1,410,000		667,732	2,077,732
Enlargement	940,000		445,155	1,385,154
1.2. <i>TEMPUS Technical Assistance operations</i>	3,449,700			3,449,700
Eastern Europe and Central Asia (Tacis)	1,379,880			1,379,880
Mediterranean Region (MEDA)	1,207,395			1,207,395
South Eastern Europe (CARDS)	862,425			862,425
1.3. <i>Innovation and Learning</i>	1,681,000	5,100	1,053,850	2,739,950
2. Corporate Communication	473,751	5,000	687,400	1,166,151
3. Governance and Compliance	1,531,598	190,000	815,600	2,537,198
3.1. <i>Strategic and Operational Institutional Management (including costs of statutory bodies)</i>	318,320	190,000	440,000	948,320
3.2. <i>Monitoring, Audit and Evaluation</i>	242,656		375,600	618,256
3.3. <i>Competencies Management and Personnel administration</i>	363,984			363,984
3.4. <i>Financial and Procurement Management</i>	606,639			606,639
4. Infrastructure	450,751	1,487,900		1,938,651
4.1. <i>Renting and investment costs in technical infrastructure and premises</i>	112,688	349,300		461,988
4.2. <i>Utilities and Running costs</i>	338,064	1,138,600		1,476,664
Overall totals	12,756,800	1,688,000	5,005,200	19,450,000

* Title I – Personnel costs

* Title II – Building, equipment and infrastructure costs

* Title III – Operational costs

VET Operations: Support to Eastern Europe, the Caucasus and Central Asia (Activity 1)



The year 2005 has witnessed considerable progress in the programming of the new External Relations Instruments. The actions undertaken in particular for the European Neighbourhood Policy Instrument (ENPI) are a tangible proof of EU's desire to continue strengthening its commitment in the regions of Eastern Europe and the Southern Caucasus and to help the countries attain a significant degree of economic integration and enhance their political co-operation.

In February 2005, the Neighbourhood Policy Actions Plans for Ukraine and Moldova were endorsed by partner countries. These set out a comprehensive set of priority policy areas, some of them relevant for human resources development in general - such as poverty reduction, employment, social cohesion and migration - and others that are more immediately relevant to VET reform, such as the inclusion of Neighbourhood countries in the Bologna process.

In April 2005, the Council reaffirmed the importance that the EU attaches to Armenia, Azerbaijan and Georgia as neighbours and partners. Country reports published in March by the Commission for these countries were endorsed as a solid basis for further development of the ENP action plans that are due to be finalised by the end of 2005. The Country Reports also included recommendations with significant human resource development implications, such as the need to improve the business

climate; to modernise the public sector modernisation; to reduce poverty and to intensify people-to-people contacts in the area of education, training and youth.

As regards the Russian Federation, the "Four Common Spaces" Road Map, including a Space of Research and Education, was approved at the EU-Russia Summit in May 2005. The Road Map sets out shared objectives for EU/Russia relations as well as actions necessary to make these objectives a reality and determine the agenda for co-operation between EU and Russia for the medium term. The drive to create a common Space of Research and Education aims to capitalise on the strengths of EU and Russia by identifying key measures to promote economic growth and strengthen competitiveness and encourage close co-operation in the field of education, and particularly higher education in accordance with the main provisions of the Bologna process.

Regional and cross-border co-operation is also recognised as a new important form of co-operation within the future European Neighbourhood Policy Instrument.

As already mentioned in the 2005 Work Programme, the EECA region still faces considerable problems related to the socio-economic transition process. Unfavourable macro-economic conditions have drastically limited investment in education and training, with a consequent negative impact on the sustainability of the VET system, quality of training provision, modernisation and innovation of the teaching process.

Both initial and continuing VET system reforms are urgently required to bring training supply in line with fields that could become the basis for future economic development. However, as the labour markets in the regions are not fully functional and are not providing clear signals regarding trends in skills requirements, it is difficult for the VET system to develop graduates with relevant competencies for the future development of the region.

Capacity building at regional and local level continues to be a high priority to support the design, implementation and management of VET reform policies and modernisation programmes at a decentralised level. In this context, it is important to emphasise the importance of active participation by different stakeholders, and especially social partners, in VET policy development and implementation, a process that remains mainly government driven across the region. Increasing importance should be given to discussions on policy formulation and development and the integration and consistency of policies related to VET on the one hand and employment and social development on the other. Wherever possible such dialogue should be turned into real partnership in the longer term.

The issue of poverty reduction remains high on the agenda of most countries in the region. Comprehensive strategies with fully integrated skills development as a key instrument for poverty alleviation are urgently required. This is particularly relevant for the countries of Central Asia, for which poverty alleviation is identified as a primary focus by the Tacis Programme. Poverty Reduction Strategy Papers (PRSP), jointly prepared by the international financial organisations and national authorities, have become the overall framework for assistance and cooperation in these countries where high levels of poverty exist. However, there is increasing concern that the PRSPs do not provide appropriate frameworks for a proper attention to the potential of vocational education and training for poverty reduction. In recent debates among donors - including the European Commission, DFID, SDC-, international organisations - such as UNESCO and ILO - and researchers, there has been an increasing support to broaden the concept of basic education to include also elements of VET and skills development. Research and policy evidence is however needed to substantiate this positive training-poverty reduction correlation in transition economies.

On the basis of the above rationale, the 2006 Work Programme for the region supports the EU's strategic priorities and consolidates the line agreed in the Medium-term Perspective 2004-06. ETF interventions in the EECA region aim at increasing the impact of EU investment in VET in the EECA region through input to the European Commission's project cycle and policy dialogue with the partner countries.

The ETF will continue to provide support to the current Tacis project cycle through tailored contributions to Tacis projects as well as help the Commission prepare for the forthcoming Neighbourhood and Development Co-operation Instruments. The ETF will also continue to support the dissemination of EU policies and methodologies, such as Education and Training 2010 and Bologna processes which are particularly relevant for the Eastern European and Southern Caucasus neighbours.

The ETF will also reinforce its capacity building and policy learning initiatives for partner country VET stakeholders at both central and local levels on the design and implementation of VET reform policies and programmes. In 2006, the ETF will focus on developing partnership approaches for fostering co-operation between the worlds of vocational education, training, and labour. More specifically, the ETF will promote the integration of work and learning through encouraging training institutions to work more closely with external partners and become more responsive to the future requirements of fast-changing labour markets while, in parallel, ensuring social inclusion. The agency will continue to develop capacity in qualifications frameworks in line with the priorities in the Neighbourhood Instrument. As regards Central Asia, the ETF will continue to work with stakeholders to develop strategies to develop the potential for VET to support poverty reduction.

Summary of objectives

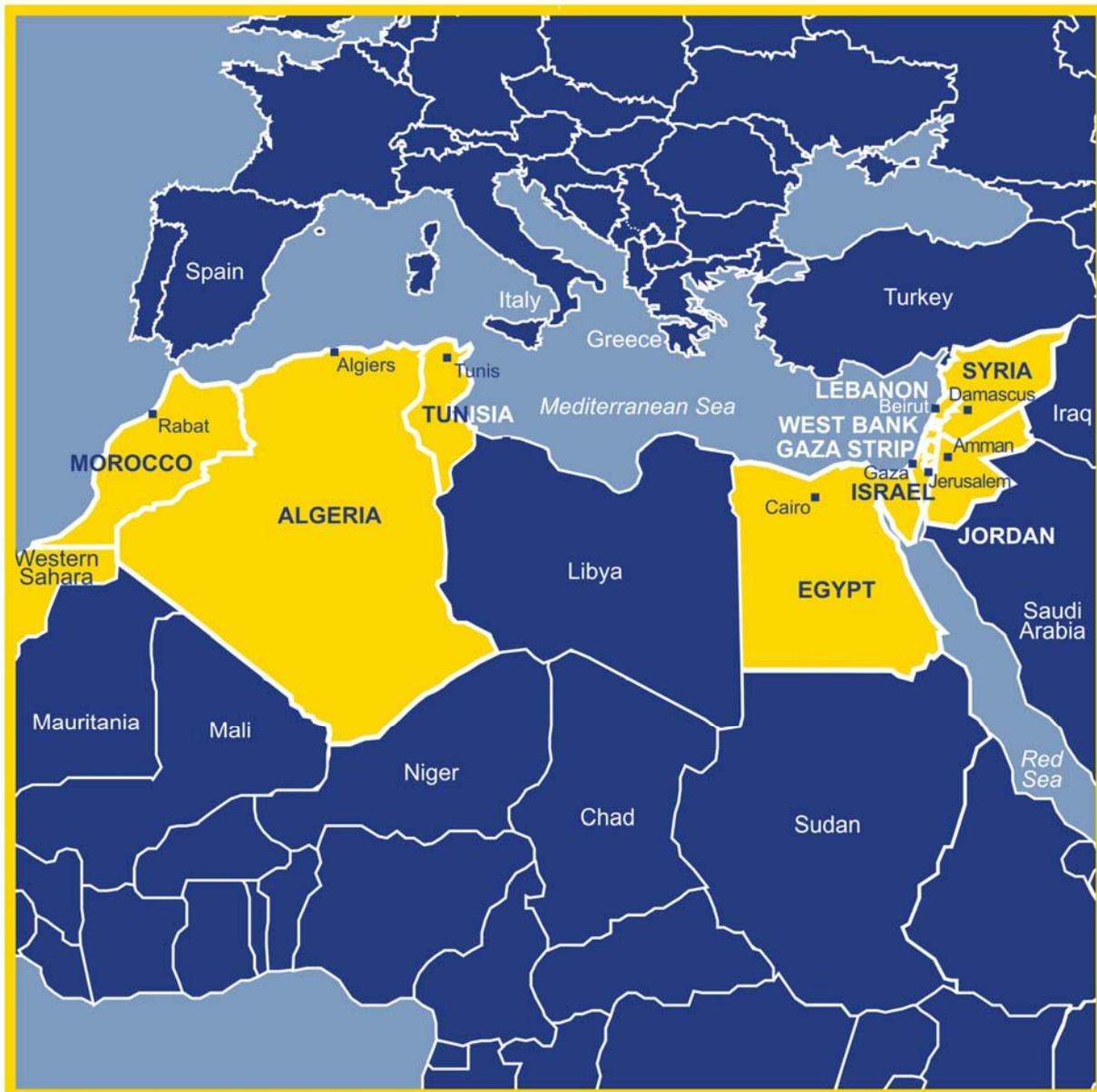
Strand	Specific Objective	Expected Results	Indicators ²	Components / Tools	Project Ref
Support to EC programmes and dissemination of EU policies	To increase the impact of EU investment in VET in Eastern Europe, the Caucasus and Central Asia in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	1. Tacis programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries. This will include the provision of relevant information and analysis as requested	1.1 By end 2006, ETF has undertaken project identification, project preparation and/or follow up for about 17 Tacis projects in AZE, GEO, KYR, MOL, RF, TAJ, UKR and UZB	<ul style="list-style-type: none"> ▪ Project design ▪ Project mid-term and end-of-project evaluations ▪ Country analyses ▪ Dissemination events ▪ Technical workshops 	WP06-41-01
		2. Support provided to Commission services to inform Neighbourhood and Central Asian country programming 2007-2013	2.1 Further background papers and comments on Commission drafts of programming documents and action plans provided as requested in relation to the Neighbourhood and Central Asian countries		WP06-41-02
		3. Dissemination of information on EU policies on education, training and employment in ENPI countries	3.1 At least two events organised in ENP countries on topics concerning the Education and Training 2010 and/or Bologna processes		WP06-41-03
Capacity building, information and analysis for the partner countries	To build capacity in Eastern Europe, the Caucasus and Central Asia to review, design and plan implementation of VET system reform based on relevant information and analysis	1. Capacity of partner countries improved to review, design and implement VET system reform	1.1 Training events in planning and implementation of decentralisation of VET system management organised in RF and UKR. Outlines of national qualification frameworks under preparation in ARM, AZE, GEO, KAZ, KYR, RF, TAJ, UKR, UZB.	<ul style="list-style-type: none"> • Technical workshops • Reports and analyses • Data gathering and analysis • Study visits • Setting up of inter-ministerial working groups and sectoral committees • Electronic platform discussions 	WP06-42-04
		2. Capacity of partner countries improved to benefit from and absorb larger scale EU interventions in the sector	2.1 Country specific policy learning and advice initiatives undertaken in cooperation with the Ministries of Education and Labour in AZB, ARM, GEO, MOL and TAJ.		WP06-42-05
		3. Understanding and exchange of experience among Central Asian countries on issues relevant for VET reform increased, with particular reference to issues related to national qualifications and skills development for poverty reduction	3.1. By the end of 2006, advice will have been provided in KAZ, KYR, TAJ and UZB how better to integrate national initiatives to reform the VET system with poverty reduction strategies.		WP06-42-06

² RACER: Relevant, Accepted (Discussed), Credible, Easy, Robust

Projects proposed

Project N°	Partner countries	Project Title	Total HR (FTE)	Project fund allocation
Support to EC programmes and dissemination of EU policies				
WP06-41-01	All	Input to Tacis project cycle	2	50 000
WP06-41-02	All	Expertise provision to the EU Commission including support to preparation of ENPI and ECDCI	0.2	P.M.
WP06-41-03	ENP countries	Dissemination of information on EU policies	0.2	50 000
Total			2.4	100 000
Capacity building, information and analysis for the partner countries				
WP06-42-04	RF, UKR, MOL, TAJ, AZB, ARM, GEO	Policy advice in support to VET reform processes (cont.)	2.0	188 000
WP06-42-05	RF, UKR, GEO, ARM, AZB, TAJ, KAZ, KYR, UZB	National Qualification Frameworks (cont.)	2.0	232 000
WP06-42-06	UZB, KAZ, TAJ, KYR	Skills development for poverty reduction (cont.)	1.6	151 500
Total			5.6	571 500
Grand total			8.0	671 500

VET Operations: Support to the Mediterranean region (Activity 2)



In line with the ETF Mid Term Perspective 2004-2006, ETF activities in 2006 will aim at enhancing the quality and relevance of EU policies and interventions on VET reform in the region as a tool to promote economic growth, social inclusion and active citizenship. ETF interventions in 2006 will show a high degree of continuity with activities in previous years. There are, however, important recent developments in EU approaches in the region which influence the ETF's objectives and activities for 2006:

- **The development of the ENP:** five Meda countries have action plans (mainly depending on the state of ratification of the Association Agreements). For some countries, action plans are under negotiation; in other countries, the action plans are under preparation; while in some cases the process is yet to begin. The ETF will support the Commission by providing ad hoc expertise input according to the Commission's needs at the different stages of the process. The ETF is already contributing to the Country Strategic Papers, and the overall programming process for the period 2007-2013 will be finalised in 2006.
- **The evolution of the Euro-Mediterranean Partnership (EMP):** the 10th Anniversary of the Barcelona Declaration in 2005 represented an opportunity to review the EMP. The importance of the EMP as a multilateral process and the importance of promoting South-South integration and

cooperation have also been restated. In general, the value and importance of the Barcelona Process, and especially its comprehensive and forward looking character have been confirmed³. Furthermore, evolution of EU policies in the region and developments in global markets over the decade have made several issues such as establishing a knowledge society, social partnership, gender equality, migration, mobility, even more prominent than before. The increased attention to these broader policy areas has in turn enhanced the importance of investing in vocational education and training as an enabling tool for the EMP. The ETF will try to respond to these opportunities.

- **The stage of implementation of VET reforms in MEDA countries:** most of the countries have now entered into a phase of implementation of VET reforms which are supported by EC programmes. Comprehensive EC funded programmes for VET/employment reform are or will be soon in place in Morocco, Algeria, Egypt, Syria, Lebanon, Tunisia (SPSP). The ETF will support DG Aidco in particular in the identification and launch phases of the projects as requested. Furthermore, the ETF will also use its own resources to reinforce the development of capacities, at national and regional level. These limited actions are designed to complement the larger EC programmes and support the implementation and sustainability of the VET reforms.

ETF experience in the region has shown that although vocational education and training issues are often high in the political agenda, there is not yet a comprehensive approach to VET as an integral part of economic and social development policies. While there is broad agreement on the key challenges facing VET systems in the region (poor governance, low level of social partnership, quality, lack of proper information systems, etc.) the different issues are often addressed through disconnected reform efforts. The ETF's experience in the design of MEDA VET /employment reform programmes has confirmed the need for integrated approaches which tackle VET reform from a systemic perspective that is fully integrated into the socio-economic and political perspectives for the country. The move towards sector-wide approaches represents a step forward in this direction. However, these emerging approaches place high demands on the usually limited institutional capacity available in partner countries. A considerable level of prior investment in institutional development is needed to ensure that the conditions and the situation in the country are ripe for such instruments. The ETF capacity building actions will help develop the preconditions for sector-wide approaches in the context of broader EC or national reform strategies.

The Med region's overall political instability represents a constant risk for the successful implementation of projects, and especially for multi-country initiatives. However, ETF partner countries have developed a strong interest and established practice in South-South cooperation in VET and related areas. This high level of commitment is a precondition for the successful implementation of regional actions and, in particular, the MEDA Education and Training for Employment (ETE) project.

On the basis of the above rationale, the 2006 Work Programme for the region supports the EU's strategic priorities and consolidates the line agreed in the Medium-term Perspective 2004-06. The ETF will extend its support to DG Relex by providing ad hoc expertise as required for the implementation of the Euromed Partnership and the preparation of the new Neighbourhood Instrument. In addition, the ETF will continue to provide input to Commission services on request to the current MEDA project cycle through tailored contributions to MEDA projects, in particular at identification and launch phases on behalf of EC services. The ETF's activities in the Mediterranean region will also be framed by the ETE project which the agency will continue to implement under the responsibility of the Commission. Finally, the ETF will also focus on its efforts on the dissemination of EU policies and methodologies, in particular through efforts to make available the outcomes of the Leonardo da Vinci programme.

As regards capacity building, information and analysis, the ETF will seek to create favourable conditions for VET reform by strengthening national capacities and developing in-depth studies on VET/employment systems and other specific issues of relevance for the region. The ETF will focus on further developing the Observatory function in the region to improve the quality of information and analysis on VET and Labour Market reform. The ETF will also continue to provide policy advice and regular assessment on the progress of VET reform to stakeholders.

³ Tenth anniversary of the Euro-Mediterranean partnership: A work programme to meet the challenges of the next five years, Communication from the Commission to the Council and the European Parliament, April 2005
Conclusions of the VIIth Euro-Mediterranean Conference of Ministers of Foreign Affairs, Luxembourg, 30-31 May 2005
European Council Brussels, 16 & 17 June 2005 Presidency Conclusions

Summary of objectives

Strand	Specific objective	Expected results	Indicators	Components/tools	Project ref.
Support to EC programmes and dissemination of EU policies	To increase the impact of EU investment in VET in the Mediterranean region in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	1. MEDA programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries. This will include attention to the development of sector policy support programmes and provision of relevant information and analysis as requested	<p>1.1. By mid 2006 ETF has delivered a feasibility report and financing proposal for an SPSP in Tunisia and by end of 2006 has provided support for the launching and follow up of VET/LM reform programmes in Med countries, as requested</p> <p>1.2 By mid 2006 ETF has finalised a study on donor sector approach practices and three in-depth VET/LM country analysis on Jordan, PNA and Israel have been completed and disseminated</p>	<ul style="list-style-type: none"> • expert input/technical assistance • feasibility reports • Thematic analysis • In-depth country analysis • dissemination workshops • Technical workshops • Study visits • Experts meetings 	WP06-31-01
		2. Support provided to Commission services to inform ENPI programming 2007-2013	2.1 By end 2006 ETF has provided input, as requested, for the definition of country and action plans in the framework of the ENP in Algeria, Lebanon, Egypt and Syria and has provided input for the on-going definition and implementation of action plans in the remaining countries		WP06-31-02
		3. Dissemination of information on EU policies and programmes on education, training and employment in MEDA region	3.1 By end of 2005, experts from Mediterranean region have participated in Leonardo valorisation events as appropriate.		WP06-31-03
		4. The MEDA ETE regional programme is implemented according to agreed TORs ensuring complementarity and synergy with other interventions in the region	4.1 By end of 2006, the 2006 MEDA ETE work programme fulfilled according to plans and first Forum held to disseminate results and prepare 2007 work programme		WP06-31-04

Strand	Specific objective	Expected results	Indicators	Components/tools	Project ref.
Capacity building, information and analysis for the partner countries	To build capacity in the Mediterranean region to review, design and plan the implementation of VET system reform based on relevant information and analysis	1. National capacities enhanced in selected partner countries to collect and analyse performance of their labour market and training systems in order to better forecast future needs	1.1 At least two capacity building activities organised in partner countries selected for support by the end of 2006, namely Syria, Jordan, Egypt, WGBS, Algeria and Morocco	<ul style="list-style-type: none"> expert input/technical assistance twinning between institutions in the region study visits experts meetings Thematic analysis studies dissemination event 	WP06-32-05
		2. Understanding and exchange of experience between EU and among countries in the region on issues relevant for VET reform increased, particularly issues related to national qualifications	2.1 By end of 2006 at least two policy learning events have been organised for policy makers and social partners from participating countries (Algeria, Tunisia, Jordan, WGBS and Egypt) and a discussion seminar organised on issues related to national qualifications framework.		WP06-32-06
		3. Capacity of partner countries improved to review, design and implement VET system reform, particularly on issues related to financing	3.1 By end 2006 a final report on financing in selected MEDA countries and at least three joint policy learning events have been organised with Ministries of Education/VET and finance from Algeria, Tunisia, Egypt and Jordan on financing issues. The events will also include exposure to experiences in the region		WP06-32-07
		4. Intelligence built on key issues relevant for VET reform in the region as a basis for designing further capacity building actions	4.1 By mid-2006 a regional discussion seminar organised on the report on 'skills development for the knowledge economy' in cooperation with the World Bank		WP06-32-08

Projects proposed

Project N°	Partner countries	Project Title	Total HR (FTE)	Project fund allocation
Support to EC programmes and dissemination of EU policies				
WP06-31-01	All	Facility to support MEDA project/sector approach	2.4	104,400
WP06-31-02	All	Support to policy dialogue, definition and implementation of EU policies (ENP and EMP)	0.9	pm
WP06-31-03	All	Support to dissemination of EU policies on vocational education, training and employment in the region	0.1	50,000
WP06-31-04	All	Implementation of MEDA regional project "Education and Training for Employment"	2.4	150,000
Sub-total				
Provision and analysis of information and data and capacity building in partner countries				
WP06-32-05	JOR, SYR, MOR, EGY, ALG, WBS	Observatory function development: Capacity building at national level	1.9	150,000 ⁴
WP06-32-06	ALG, TUN, EGY, PNA, JOR	National qualifications project (cont.)	1	100,000
WP06-32-07	ALG, TUN, JOR, EGY	Financing of VET systems project (cont.)	0.9	130,000
WP06-32-08	All	In-depth analysis: Dissemination of study on skills development for the knowledge economy	0.5	50,000
Sub-total			4.2	430,000
Grand total			10	734,400

⁴ Additional funds provided by Italian Trust Fund not included

VET Operations: Support to South Eastern Europe (Activity 3)



The European Councils in Feira (June 2000) and Thessaloniki (June 2003) have provided the countries of South Eastern Europe (SEE) with a clear prospect for future membership of the EU. The Thessaloniki Agenda foresees a number of instruments (including the European partnerships) to be introduced to the Stabilisation and Association process that will assist South Eastern European countries in their pre-accession process. From 2007, the SEE countries, as potential candidate countries, will become eligible for the new Instrument for Pre-Accession. The Components of "Transition Assistance and Institution Building" and "Cross-Border and Regional Co-operation" will replace the CARDS programme. The former Yugoslav Republic of Macedonia has formally applied for EU membership and for achieving the status of candidate country.

SEE countries will need to deal with many challenges in order to manage their economic and social transformation process. Despite the progress made to date in macro-economic stabilisation and structural adaptation, SEE countries still face low labour market participation and employment levels (in particular among youth and women), high unemployment, a large part of the population under the poverty line, weak business environment and low competitiveness of industries. In addition, the ethnic tensions from the previous decade have created segmentation in the society across ethnic lines, while weak levels of economic activity has increased the vulnerability of the weakest ethnic groups (e.g.

Roma). Strong economic development, better employment prospects, high quality human resources and effective social cohesion are essential if the countries are to develop closer institutional relations with the EU.

EU policy as outlined in European Partnerships, Country Strategy Papers and Multi-annual Indicative programmes includes support to employment and vocational education and training as one of the priority investments to foster economic development and social cohesion in all countries of the region. This is in line with the EU Lisbon/Education and Training 2010 strategies and the European Employment Strategy and the Integrated Guidelines for Jobs and Growth 2005-8 that broadly recognise the importance of human resources development through lifelong learning for employment, productivity, competitiveness and economic growth as well as social cohesion.

ETF experience has shown that countries in the region do not yet see human resources development as an integral part of their economic and social development. Support to vocational education and training is not high on their policy agendas. The biggest gaps are identified in the field of adult learning. Efforts to increase the employability of large numbers of unemployed and particularly vulnerable population groups (e.g. ethnic minorities, women and youth) as well as to develop an entrepreneurial spirit among youth and adults through vocational education and training reform are still fragmented, ad hoc and of small scale. Policies and measures to ensure the adaptability of the employed to meet the challenges of the economic restructuring and to increase the productivity and competitiveness of local enterprises are still absent. More systematic efforts should be made to ensure that countries in the region develop a better understanding of the direct link between vocational education and training, economic development and social cohesion and to help the countries draw on relevant experiences in EU, the current New Member States and Candidate Countries.

More achievements can be recorded in the development of policies for the modernisation of VET provision within the frame of the formal education system at secondary level. However, there are two limiting factors, which should be taken into consideration. Firstly, the capacities for implementation of the new policy frameworks are often limited and more efforts need to be made to enhance the institutional capacity of ministries of education and other agencies as well as teachers, trainers, school directors and other local actors to implement reforms. Secondly, existing policies for the modernisation of the VET system are occasionally disrupted by changes in national governments and their policy agendas. These short-term changes block substantive reforms which require long term and consistent efforts. The underlying cause for this discontinuity is the lack of participative approaches and inclusion of a full range of stakeholders in decisions for policy development thereby promoting a common understanding of the challenges and necessary actions. More efforts need to be made to promote a partnership approach in policy development. Also, the information basis of the countries in the region is still weak and poorly used for policy making and monitoring.

Finally, catering for the different agenda and requirements of the large number of donors active in the field of education and training often overstretches the limited institutional capacity especially of the smaller countries. Equally, since these countries have weak capacity to evaluate the contribution of donor projects to the overall reform effort, and invest further in the successful ones, the impact of donor projects on VET reform is unclear. Better donor co-operation and more concerted efforts to assist partner countries to develop their own VET reform and human resources development strategies using the experience of donor funded pilot projects will help to reduce the risk of continued fragmentation.

The ETF's aim is to support the development of human resources through better education and training policies in order to promote economic development and social cohesion. These are necessary preconditions for the integration of the countries into the political and economic mainstream of Europe. Within this framework, the ETF's support to the Commission will focus on:

- the process of programming EU assistance in the field of human resource development and labour market strategies, especially in view of the preparation for the Instrument for Pre-Accession Assistance envisaged for 2007;
- the implementation of the CARDS project cycle by contributing to the design and content monitoring of CARDS projects linked to human resource development;
- the monitoring of the Stabilisation and Association process by providing information on developments in the field of human resources overall as well as on specific aspects of it in particular concerning ethnic minorities and gender issues;

- the dissemination of the results of the Lisbon/Education and Training 2010 process to the SEE countries so as to share discussions and good examples of practice in the EU for the development of their reform policies in education and training;

In 2006, the ETF will improve the information and analysis on specific issues of vocational education and training in particular through peer reviews in Albania, Montenegro and Kosovo. Finally, given the weak information basis and analytical capacities of the countries in the region we will continue to reinforce the capacity of local actors to assemble and analyse targeted quantitative information on vocational education, training and labour market developments. This will include also the continuation of HRD for SME project in Albania and the skills project in Serbia which were launched in 2004 with support of the Italian government. In addition, the ETF will also seek to work in close co-operation and complementarity with other donors and networks.

Summary of objectives

Strand	Specific Objective	Expected Results	Indicators	Components/tools	Project ref.
Support to EC programmes and dissemination of EU policies	To increase the impact of EU investment in VET in South Eastern Europe in line with EU external relations policies through input to the EC's project cycle and dissemination of EU policies	1. CARDS programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels and EC Delegations in partner countries and EAR. This will include the provision of information and analysis to Commission services as requested	1.1 By the end of 2006 ETF has supported project fiches and Terms of Reference for a number of new CARDS projects and provided content monitoring of current CARDS projects to CEC services (including EAR) 1.2 Targeted inputs to SAP ⁵ and European partnership reports provided to CEC by the second half of 2006 1.3 Report on the state of ethnic minorities in the labour market and education systems of the SEE by the second half of 2006 1.4 Transnational analysis on labour markets and VET in the SEE countries focusing on countries' main challenges by the second half of 2006 1.5 Labour market studies in BIH and Kosovo delivered to the CEC by March 2006	<ul style="list-style-type: none"> • Project design • Project mid-term and end-of-project evaluations • Country analyses • Dissemination events • Technical workshops 	WP06-21-01
		2. Support provided to Commission services to inform programming of new Instrument for Pre-Accession (IPA) programming 2007-2013	2.1 By the end of 2006 ETF has provided input for IPA programming upon Commission request		WP06-21-03
		3. Dissemination of information on EU policies on vocational education, training and employment (Lisbon, Education and Training 2010 and Bologna processes) in potential candidate countries	3.1 By the end of 2006 dissemination events have been organised on Lisbon and Education and Training 2010 process key messages of common interest for all the countries of the region, and their relevance discussed for on-going VET and LM reform processes in SEE.		WP06-21-04

⁵ SAP: Stabilisation and Association process.

Strand	Specific Objective	Expected Results	Indicators	Components/tools	Project ref.
Capacity building, information and analysis for the partner countries	To build capacity in South Eastern Europe to review, design and plan the implementation of VET system reform based on relevant information and analysis	1. Continued collection of more detailed quantitative and qualitative information (at national and trans-national level) on specific aspects of VET and employment at national and trans-national level are provided to the CEC and wider public	1.1 Full set of key indicators on vocational training and labour market in developed and disseminated by Dec 2006	<ul style="list-style-type: none"> • Technical workshops • Reports and analyses • Data gathering and analysis • Study visits • Electronic discussion platforms 	
		2. Country peer reviews provide analysis on nationally identified topic and provides CEC and national stakeholders with policy recommendations	2.2 Peer reviews in ALB, MON, KOS finalised and validated in seminar by national stakeholders by end of 2006 2.3 Regional 2005 peer review on curriculum reform published and disseminated to all SEE countries		WP06-22-05
		3. Capacity of teachers and trainers increased through training and exchange of experience	3.1 Capacity building meetings for SEE TT Network 3.2 Members of TT Network contribute to international events and publications		WP06-22-06
		4. Skills in SEE enterprises reinforced to underpin economic development	4.1 Skills needs methodology and training courses delivered in Serbia		WP06-22-08

Projects proposed

Project No	Partner countries	Project title	Human resource allocation (fte)	Project fund allocation
Support to EC programmes and dissemination of EU policies				
WP06-21-01	All	Facility to respond to Commission requests	3.7	100 000
WP06-21-02	All	Labour market studies: Cross-country analysis	1.0	120 000
WP06-21-03	All	Expertise input to IPA programming	1.0	PM
WP06-21-04	All	Dissemination of information on EU VET policies and good practice	1.5	306 400
Sub-total			7.2	526 400
Capacity building, information and analysis for the partner countries				
WP06-22-05	ALB, MON, KOS	Country peer reviews	1.2	150 000
WP06-22-06	All	Organisation of learning processes and teacher training	0.5	60 000
WP06-22-08	SER	Serbia skills project ⁶	0.1	PM
Sub-total			1.4	210 000
Total department			9.0	736 400

⁶ Project co-funded by the Italian Government

VET Operations: Support to Enlargement (Activity 4)



The ETF's support to promoting VET reform in the candidate countries is framed by the respective stages of their overall pre-accession process and strategy.

As regards Bulgaria and Romania, the key challenge will be to step up and complete their pre-accession preparations with a view to their becoming members by the beginning of 2007. In 2006 this means continued support to the annual and multi-annual programmes to prepare accession and the future use of structural fund mechanisms. For Turkey, the primary objective consists of the full implementation of the pre-accession strategy and sustaining and accelerating the reform process with a view to meeting the demands of the accession negotiations. With respect to Croatia, the decision of the European Council to start the accession negotiations will lead the ETF to include Croatia fully in its pre-accession activities.

The ETF's approach to enlargement will be guided by the lessons of our previous experience with the candidate countries, in particular as regards the main challenges and gaps to be addressed, such as:

- The need to reinforce the coordination and partnerships between ministries, social partners and other stakeholders with the aim to increase effectiveness of EU support and internal policy making as also indicated by the adoption of the European Council of the Integrated Guidelines for Jobs

and Growth 2005-2008. These measures promote synergies between economic, employment and VET policies with a focus on core measures to create growth and jobs;

- The continuing investment and support in building the capacity of the above actors in order to deal with reform processes in a concerted way and improve the continuity and stability of the internal policy making process;
- The need to maintain the opportunities for networking and exchange of experience with the new Member States which will help the candidate and other partner countries' to learn from the previous enlargement process;
- The need for a more effective participation of the four countries in the EU discussions on co-operation in vocational education and training through increased awareness raising among stakeholders and by facilitating links with national policy discussions.

In line with the general context outlined above, the overall aim of our support remains the efficient preparation of the countries for their integration in the EU and their full involvement in the European strategy in vocational education, training and employment (Lisbon strategy). In the pursuit of this aim, we will draw and capitalise on the valuable experience and know-how acquired through our long cooperation with, and assistance to, the 10 new Member States.

In terms of support to the Commission, the ETF proposes the following priority actions:

- Monitoring national policies and measures in relation to the targets, objectives and priorities of the European strategy for vocational education, training and employment through targeted analytical contributions and assessments;
- The process of programming of the new Instrument for Pre-Accession (IPA) 2007-2013 in the field of human resource development and labour market strategies through VET programming contributions and through regular expertise and information input to the design, monitoring and evaluation of EU funded programmes and projects in the above fields;
- Supporting the more systematic involvement of the countries in the various European platforms established in the context of the process of increased European cooperation in VET and lifelong learning (Education and Training 2010 process, Helsinki study and conference which is planned for end 2006 to discuss progress in VET towards Lisbon goals). This will also help to familiarise candidate countries' stakeholders with European policy developments in the field of lifelong learning and in particular vocational education and training as well as the integration of the outcomes of these developments in their national policy making processes;
- The ETF will also continue to build institutional capacity to help candidate countries design, implement, monitor and evaluate human resource development and labour market programmes under the relevant pre-accession programmes and in preparation for European Social Fund.

As regards all its activities in the candidate countries, the ETF will continue to work closely with Cedefop (see annex). This work will prepare candidate countries to be fully engaged and follow the European policies as well as for their future integration in Cedefop's networks and activities.

Summary of objectives

Strand	Specific Objective	Expected Results	Indicators	Components/tools	Project ref.
Support to EC programmes and dissemination of EU policies	To increase the impact of EU investment in VET in the candidate countries in line with EU pre-accession policy through input to the EC's project cycle and dissemination of EU policies	1. Commission programming cycle supported by ETF in line with EU priorities and in close co-operation with Commission services in Brussels, (in particular DG ELARG and DG EMPL), and EC Delegations in candidate countries. This will include the provision of information and analysis to Commission services as requested	1.1 On a regular basis advice and opinions delivered to DG ELARG and EC Delegations on Phare programming documents and project fiches 1.2 Programming and project review meetings and steering/evaluation committees in the candidate countries attended 1.3 Analytical input delivered at request of CEC services in the JAP progress meetings in CC as well as JIM reports 1.4 Review of progress in vocational training reform reports for BG, CRO, RO, TK submitted to the DG ELARG by 1 July 2006, as an input to their Regular Annual Reports;	<ul style="list-style-type: none"> • Project design • Project mid-term and end-of-project evaluations • Country analyses • Dissemination events • Technical workshops 	WP06-11-01
		2. Support provided to Commission services to inform programming of new Instrument for Pre-Accession (IPA) programming 2007-2013	2.1 By the end of 2006 ETF has provided input for IPA programming upon Commission request		WP06-11-02
		3. Institution capacity building for social partnership and for the preparation of accession and structural funds management and support the participation of the candidate countries in Cedefop activities and networks	3.1 National and regional stakeholders have been trained in several capacity building workshops. 3.2 Exit-entry strategy for knowledge sharing on BG and RO implemented through training for Cedefop staff and country dossiers 3.3 Common projects or initiatives developed with Cedefop in specific thematic areas (see annex) 3.4 Common capacity building/dissemination workshops held in the candidate countries 3.5 Database on LLL is up and running at Cedefop with ETF input on examples from candidate countries and its use promoted by candidate countries by end of 2006		WP06-11-03

Strand	Specific Objective	Expected Results	Indicators	Components/tools	Project ref.
		4. Dissemination of EU policies on vocational education, training and employment (Lisbon, Education and Training 2010 and Bologna processes) in candidate countries	<p>4.1 Targeted events organised to disseminate outcomes of the Lisbon/Education and Training 2010 processes for stakeholders in candidate countries</p> <p>4.2 ETF participation in EU Presidency calendars and in particular in Quality Assurance Conference in March 2006 and the Helsinki December 2006 conference on achieving Lisbon targets in VET.</p>		All projects

Projects proposed

Project N°	Partner countries	Project Title	Human resource allocation	Project fund allocation
Support to EC programmes and dissemination of EU policies				
WP06-11-01	All	Facility to respond to Commission requests	3.0	50 000
	All	Support to Joint Assessment Process (JAP) and Joint Inclusion Memorandum (JIM) reports		
	CRO, TR	Expertise input to IPA programming		
	All	Review of progress in VET		
WP06-11-02	All	Institution building for accession with particular reference to the European Social Fund	1	236 700
WP06-11-03	BG, CRO, TR, RO	Dissemination of Lisbon and Education and Training 2010 processes	2	230 000
Total Department			6.0	516 700

Tempus technical assistance operations (Activity 5)

The ETF's objective for Tempus technical assistance is to provide support in the implementation of the third phase of the Tempus Programme in full compliance with Commission priorities and standards and within the ETF regulatory framework. In this context, priority will be given to carrying out the activities laid down in the Tempus Conventions for the Partner Countries in the CARDS, Tacis and MEDA regions to support the Commission in the final year of Tempus III.

The ETF ensures provision of the general overall framework of the programme in terms of infrastructure, human resources and administrative support for the implementation of the different Tempus actions.

The assistance provided by the ETF covers the full project cycle. It therefore comprises selection, contract management and monitoring, information and publications, including general administrative support. The continuous development of IT tools such as on line application forms and reporting forms facilitate the administrative management of the different project cycles, achieve a higher customer satisfaction and thus contribute to a positive reputation of the Programme as a whole.

Further improvements in the administrative management of the programme will focus on bringing the procedures in line with the New Financial Regulations. These changes will help to simplify procedures for Tempus applicants and projects in fields such as ex-ante budget monitoring and grants in form of scholarships for Individual Mobility Grants.

Improvements in technical assistance will also help to increase attention on the relevance and academic quality of projects. During 2006, expert assessment of national reform projects for Structural and Complementary Measures Projects will be increased especially to ensure coherence between project applications and the priorities agreed with individual partner countries.

The drive to increase quality in the programme will also be supported by a new field monitoring campaign in 2006. On-site visits to projects in their natural environment, the discussion with the project representatives as well as with local stakeholders allow a thorough in-sight into individual projects. The outcomes will foster the further development of individual projects but will also contribute to the further development of the Tempus Programme as a whole.

Tempus is also a source of information on higher education issues in partner countries. In particular, many projects are interesting examples of the role higher education institutions can play as change agents in the reform process, as well as on general higher education policy developments in the countries and at EU level. Many Tempus Partner countries are actively involved in the Bologna Process and define elements such as Credit Transfer and Accumulation Systems, Quality Assurance and Accreditation as priorities for Tempus projects. In this context, the ETF will continue to support the Commission in analysing and promoting the achievements and added value of the current Tempus programme. The ETF will help finalise a study requested by DG EAC on University-Enterprise cooperation launched in 2005. Based on the experiences in current and former Tempus projects in this area, a study including identified strengths, weaknesses and recommendations for future action will be finalised as a contribution to a Commission event in Jordan in Spring 2006. As a follow-up, show cases of Tempus projects as examples of innovation transfer might feed into the ETF's Advisory Forum in June 2006. A second initiative requested by DG EAC focuses on assess the impact of Tempus on higher education institutions, individuals and systems across the different regions. The information generated by both initiatives will help the Commission prepare for future developments in the framework of Tempus and will consolidate the ETF knowledge base at the service of the Community.

In order to deal with the increased volume and complexity of Tempus related work, the European Commission has approved an additional budget of € 450 000 for the recruitment of extra support staff in 2006.

Summary of objectives

Specific Objective	Expected Results	Indicators	Resources
			Total HR (FTE)
Assistance provided for the implementation of the Tempus Programme in full compliance with CEC priorities and standards and within the regulatory framework	1. Tempus projects selected for funding	1.1 Assessment guidelines drafted and agreed 1.2 Calls for applications for different project types organised for agreed deadlines 1.3 All applications received, processed and assessed 1.4 Statistical data on results of assessment made available in requested format	5.5
	2. Projects evaluated and project performance monitored	2.1 Assessment guidelines drafted and agreed 2.2 Progress reports registered and assessed 2.3 Audit campaigns implemented and followed up 2.4 Regular counselling and guidance on project monitoring issues provided to running projects 2.5 Field monitoring campaign agreed and implemented	8
	3. Improved visibility of the Tempus Programme and its results and impact assessed	3.1 General information on the Tempus Programme provided and relevant materials for specific events produced 3.2 Publications produced and disseminated to the relevant target publics 3.3 Promotional materials produced and disseminated 3.4 Analysis of Tempus results and impact provided as requested by DG EAC	1.5

Specific Objective	Expected Results	Indicators	Resources
			Total HR (FTE)
	4. Improved management of Tempus projects through IT tools	4.1 Continued implementation and fine-tuning of existing tools: on line application and reporting forms for JEP, SCM and IMG 4.2 Increased numbers of on line users 4.3 Improved functionality of the Tempus Database (TDB)	2
	5. General programme development and general administrative support provided	5.1 Assistance to CEC provided in a timely, professional and efficient manner	2
	6. Tempus operational funds managed	6.1 Sound and efficient management of Tempus operational funds in accordance with the Financial Regulations	1

Projects proposed

Project N°	Partner countries	Project Title	Human resource allocation	Project fund allocation
Support to EC programmes and dissemination of EU policies				
WP06-50-01	All	University Enterprise co-operation study	pm	pm ⁷
WP06-50-02	All	Tempus impact assessment study	pm	pm ⁸
Sub-total				
Total Department			20⁹	pm

⁷ Project funded through Tempus convention with DG EAC

⁸ Project funded through Tempus convention with DG EAC

⁹ This figure also includes human resources for the provision of routine technical assistance services on behalf of the Commission

Innovation and learning (Activity 6)

In fulfilling its mandate as a Centre of Expertise on VET reform in Partner Countries, the ETF seeks to ensure that its advice and activities meet high standards of content in VET reform.

The growth of Lifelong Learning and the Lisbon Agenda as policy objectives for the EU together with the development of new Partner Country assistance instruments for the 2007-2013 period place stronger emphases on transparency between Partner Countries and Member States and on initiatives that impact throughout VET systems.

In 2006 the expertise development function will combine with the development project strand of the work plan within an overall umbrella of Innovation and Learning. The function will comprise two main activities: four projects targeted at enhancing innovation and learning in ETF partner regions and the ETF expertise development framework.

The ETF's expertise is substantially informed by the analysis of lessons learned during the application of reform strategies by partner countries. These lessons, which are mainly drawn from ETF development projects, are then used to refine and enhance the advice the ETF provides to the Commission and partner countries. The approach also allows a clearer distinction to be made in the work programme between activities that serve to introduce new elements of reform into partner countries and the services that the ETF provides in support to the Commission.

The four Innovation and Learning projects will aim to inform the Commission and partner country stakeholders about how a particular policy is applied in specific partner country context and the likely challenges to be faced in partner countries during its implementation while in parallel providing valuable experience to enhance the ETF's own knowledge in the area. The projects have been identified and selected on a corporate basis rather than the traditional regional basis. This reflects a new objective to share information and reform experiences between different country and regional contexts to maximise the lessons that can be drawn from such experiences for the Commission and the Countries themselves.

The four projects proposed for 2006 are:

- Improving teaching of key competencies, including entrepreneurship in lifelong learning for young people and adults
- Implications of migration for VET Development
- Transition from vocational education and training to work
- Impact measurement in Continuing Vocational Training in MEDA and Russia

Project 1: Improving teaching of key competencies, including entrepreneurship learning in a lifelong learning for young people and adults

This project will address the concept of key competencies and their implications for VET planning processes and outcomes, as well as explore concrete teaching and learning policies and practices suitable to develop key competencies with both young people and adults. The development of key competencies is a crosscutting theme for the education and training of both young people and adults. The project extends the scope of the ETF's previous work in this area and connects VET to different levels and different target groups, in a broader LLL context.

Although the European Commission and EU Member States have agreed on a list of 8 key competencies, their integration in standards and curricula, including teacher training programmes, as well as their development through changed teacher roles and learning processes is not yet commonplace. This project aims to contribute ideas concerning how to operationalise the eight key competencies identified by the Commission and Member States in Partner Countries and to outline their implications for system reform, as well as illustrating and documenting cases of good practice.

Project 2: Implications of Migration for VET Development

The implications of Migration trends for VET systems have been emerging as a policy issue for several years. This project represents an initial step by the ETF to understand the possible links between VET policies and migration policies and potential for mutual support in the two areas.

The project will explore a new area of work and research related to human resources development and provides a basis for cross-regional analysis in the ETF in an emerging policy area as well promoting cooperation and knowledge sharing with other organizations and institutions, e.g. the International Migration Organisation (IOM),

The project will examine migration flows, including seasonal and sector trends and the potential impact of greater transparency of qualifications in migration and the Europass instruments.

Project 3: Transition from education to work

This project will analyse the transition from education to work in selected ETF partner countries in order to understand better the interrelationships between vocational education, training and labour market integration of youth. In particular, the project will analyse the process how young people develop their skills and how they are integrated into the labour market.

The project will provide an analytical instrument for all ETF partners. The framework to be developed will be tested in 3 or 4 partner countries preferably from different geographical regions in order to capture a diversity of socio-economic contexts and vocational education, training and labour market systems. Priority will be given to countries that are fully engaged in the reform of their education, training and labour market systems

The implementation of the project is expected to raise the expertise for analyses of national and awareness of policy makers of successful strategies for the integration of young people in the VET system and/or labour market and give insight on where to focus their efforts.

Project 4: Impact measurement in Continuing Vocational Training in MEDA and Russia

This project aims to create a broader insight into impact assessment methodologies by drawing on lessons learned from two existing ETF projects which have similar goals but are developing different methodologies in different operational contexts. The project brings together the CVT Impact projects in MEDA and Russia to generate a comparison of the impact assessment methodologies used in both studies.

As well as providing data on the impact of continuing vocational training and management training in the countries involved, the project will provide an opportunity for a collective interpretation of the use of impact assessment methodologies, including the thematic and contextual factors that guide their appropriate selection.

Expertise Development

As a complementary action to the four Innovation projects, the ETF will continue to implement its expertise development framework to enhance thematic understanding, EU programme knowledge and the awareness of country contexts. The framework aims to share and apply the ETF's acquired experience and knowledge. It was reviewed at the end of 2004 and broadened to include more tailored opportunities for capturing and developing the ETF's experience and knowledge.

The expertise development function is an essential activity for all ETF staff. This function particularly focuses on providing expertise development opportunities for those ETF staff whose responsibilities include delivering expertise to external stakeholders. By involving all operational staff in expertise development and knowledge sharing, corporate expertise will be enhanced and opportunities for personal development and learning will be provided. It uses multiple and diverse instruments, including the ETF's library and training programme, to provide opportunities for the flow of expertise through the ETF and from the ETF to partner countries and the Commission.

In 2006 the framework will contain a range of instruments covering knowledge sharing events and knowledge development activities. The instruments include the distribution of thematic and policy materials, access to external thematic experts on emerging policy initiatives, internal knowledge sharing events and participation in Cedefop study tours. The framework also emphasises the development of specific domain knowledge relevant to the ETF's mission and provides support to staff to undertake graduate studies relevant to the work of the ETF. The framework also promotes the development of publications by the ETF on the lessons learned from the reform process. This process is guided by the ETF's Editorial Board and includes the production of a yearbook.

The review of the framework in 2004 also led to the creation of new thematic groups with a sharper focus on key priority areas. In 2005/06 the thematic groups will concentrate on:

- Gender participation issues in VET and Employment
- Knowledge Management Practices
- Skills development and mobility in the informal sector
- Education and Training 2010 and Bologna processes, and the European Qualifications Framework.

The ETF will also continue to develop strategic partnerships and encourage opportunities for exchange and co-operation with other leading organisations in our field, such as the World Bank, UNDP, ILO, OECD, as well as bilateral development agencies and donors especially from EU Member States.

The ETF will continue to develop itself as a 'learning organisation'. To achieve this goal, we will ensure that expertise development is fully integrated into our overall staff development and training policies. Indeed, as this function matures, it will increasingly become integrated into everyday operations and a significant feature in the line management of operational staff.

Summary of objectives

Specific Objective	Expected Results	Indicators	Components/tools	Project Ref
To support and facilitate the ongoing development of VET expertise in EU priority policy areas within ETF and its stakeholders	1. Enhanced capacity to use core competencies in lifelong learning for young people and adults in reform policies and strategies	1.1 Policy issues paper for Commission services identifying the lessons learned in the use of key competencies in adult and initial and vocation learning in selected partner countries; 1.2 Action research papers from participating countries on the application of key competencies in local contexts. 1.3 Development of partner country knowledge sharing network on key competencies. 1.4 Synthesis report outlining key definitions and concepts, the models and relevant case studies 1.5 Involvement of 75% of geographical staff in internal knowledge sharing event related to outcomes and progress of the project.	<ul style="list-style-type: none"> • Data gathering and analysis • Reports and analyses • Networks • Electronic platform discussions 	WP06-53-01
	2. Identification of patterns in migration from selected partner countries and possible programme options for VET measures	2.1 Policy issues paper for Commission services identifying implications for VET strategies of sector and seasonal migration trends on the transparency of qualifications. 2.2 Published research paper on the impact of migration on human resources in the 3 countries; 2.3 Pilot computerised database 2.4 Create links/network of collaboration between the national public employment services 2.5 Involvement of 75% of geographical staff in internal knowledge sharing event related to outcomes and progress of the project	<ul style="list-style-type: none"> • Data gathering and analysis • Reports and analyses • Networks • Electronic platform discussions 	WP06-53-02

Specific Objective	Expected Results	Indicators	Components/tools	Project Ref
	3. Identification of processes to improve the integration of young people into partner country labour markets	<p>3.1 Policy issues paper for Commission services identifying lessons learned from transition to work strategies and policies being followed in selected partner countries</p> <p>3.2 Country reports analysing the transition from VET to work in 3-4 ETF partner countries papers from participating countries on transition to work strategies</p> <p>3.3 Development and publication of a conceptual and analytical framework on the topic of transition from VET to work</p> <p>3.4 National and international expert seminars and workshops for exchange of experience and discussion and dissemination of results</p> <p>3.5 Development of partner country knowledge sharing network on transition to work</p> <p>3.6 Involvement of 75% of geographical staff in internal knowledge sharing event related to outcomes and progress of the project</p>	<ul style="list-style-type: none"> • Data gathering and analysis • Reports and analyses • Networks • Technical workshops • Policy makers seminars • Electronic platform discussions 	WP06-53-03
	4. Development of a consolidated approach to impact measurement of VET interventions	<p>4.1 Publication of lessons learned by ETF in impact assessment in Russia;</p> <p>4.2 Econometric tool aiming at measuring the impact of CT on the productivity of companies in selected sectors</p> <p>4.3 Dissemination event for a mixed audience: policy makers at national and regional level, EC officials, trainers, HR officers, other experts</p> <p>4.4 Donor meeting: for multi- and bilateral donors, EC officials, policy makers and other experts as appropriate</p> <p>4.5 Development of partner country knowledge sharing network on impact assessment.</p> <p>4.6 Involvement of 75% of geographical staff in internal knowledge sharing event related to outcomes and progress of the project.</p>	<ul style="list-style-type: none"> • Data gathering and analysis • Reports and analyses • Networks • Technical workshops • Donors/Policy makers seminars • Electronic platform discussions 	WP06-53-04

Specific Objective	Expected Results	Indicators	Components/tools	Project Ref
	5. Increased organisational capacity to provide professional and technical services to ETF internal and external stakeholders,	<p>5.1 By end 2006, participation of 80% ETF staff in professional and technical expertise development activities</p> <p>5.2 By end 2006, a programme of at least 8 internal knowledge sharing events based on the work of thematic groups, operational department and development projects has been completed</p> <p>5.3 By end 2006, Knowledge management and distribution system reviewed</p> <p>5.4 By end 2006, at least 9 ETF expertise development activities are organised in co-operation with external organisations and include participation by external organisations</p> <p>5.5 By end 2006, 75% of operational staff have contributed to ETF expertise publications including the Yearbook</p> <p>5.6 ETF Editorial Board gives favourable opinion on all ETF Expertise Development publications (for example, Yearbook) published by end of 2006</p> <p>5.7 ETF resources in the library kept updated</p>	<ul style="list-style-type: none"> • Data gathering and analysis • Reports and analyses • Thematic groups • Technical workshops • Electronic platform discussions 	WP06-53-05

Project proposed

Project N°	Partner countries	Project Title	Total HR (FTE)	Project fund allocation
WP06-53-01	CRO, UKR, SER, KOS	Improving teaching of key competencies, including entrepreneurship learning in a lifelong learning context, for young people and adults	0.6	200 000
WP06-53-02	ALB, EGY, MOL, TUN	Implications of migration on VET	0.6	200 000
WP06-53-03	EGY, ROM, UKR	Transition from education to work	0.6	130 000
WP06-53-04	MOR, RF	Impact measurement in Continuing Vocational Training in MED region and Russia	0.6	100 000
WP06-53-05	Not applicable	Expertise Development Framework	8.6	120 000
Total			11	750 000

Pillar 2: Corporate Communication (Activity 7)

In 2006, the ETF will further develop its corporate external communication to increase our profile as a centre of expertise supporting VET reform in partner countries and to increase the awareness of the European citizen in the Member States about the ETF's role. This exercise will be carried out in the framework of the External Communication Strategy approved in 2004.

The overall aim of our corporate communication is to support policy development and knowledge-sharing in the field of our competence and responsibility and to enhance the impact of the EU external assistance programmes as well as identification and exchange of good practice.

To be successful our information and communication activities must be distinct, visible, proactive, regular and transparent. The ETF must stand out as an EU body which is open to politicians, authorities, organisations and the public, and the information gathered must be made freely available to the European Community.

Our communication policy is to provide a balanced range of information and communication services and publications. In 2006 this will include the following priorities:

- Further develop the production and dissemination of high quality information on the ETF key issues in hard-copy and electronic publications to a wide audience comprising policy-makers, partners and practitioners.
- Secure more extensive press coverage of ETF activities and vocational education and training issues by establishing closer contacts with journalists.
- Carry out targeted promotion activities at conferences, fairs and exhibitions in the field in vocational education and training.
- Introduce a re-designed, more user-friendly ETF website providing a dynamic information architecture that allows an extended use of the website for knowledge sharing.
- Strengthen dialogue-generating communication and face-to-face communication between the ETF and its main audiences by organising conferences, events and visits.

Summary of objectives

Specific Objective(s)	Expected Results	Indicators ¹⁰	Resources Total HR (FTE)
Disseminate information and encourage exchanges of expertise, knowledge and experience through publications, the Internet, media, meetings and other appropriate means	1. Increased visibility of the ETF, its expertise, its products and its services towards policy makers, experts, practitioners from EU Institutions, Member States, ETF partner countries, and to the general public.	1.1 Publishing and disseminating the results of the work of the ETF in a number of high quality publications and periodicals, including the ETF Yearbook 2006, Highlights 2005, Annual Report 2005, five "flagship"-publications, a number of regional and thematic reports as well as six periodicals (four ETF Newsletters and two "Live&Learn" magazines). 1.2 Implement on the ETF website a re-designed structure and user-friendly and inter-active technologies to improve usability and access, and the exchange of expertise and knowledge. 1.3 Increase visitors to ETF website to an average of 60,000 per month 1.4 Raise awareness of the media (i.e. general public) on the role of the ETF and its activities. 1.5 Providing added value for the ETF and its stakeholders by organising high quality meetings (such as the plenary Advisory Forum 2006), workshops and events in Turin, the EU Member States and in the ETF partner countries	8

¹⁰ RACER: Relevant, Accepted (Discussed), Credible, Easy, Robust

Pillar 3: Governance and Compliance (Activity 8)

As regards strategic management priorities for 2006, the ETF will work closely with the Commission, Member States and Partner Countries to define the ETF's strategic objectives and operational framework for the period of new Financial Perspectives with specific reference to the ETF Mid-Term Perspectives 2007-2009. The ETF will consult with Commission bodies to specify the type of services and expertise which are expected from the ETF under the new financial instruments which are due to come into force in 2007. The ETF will draw on this strategic framework to inform any preparatory actions which may be needed in the partner countries or in terms of developing internal capacity to respond to the Commission's needs and priorities or which may result from the expected change to the ETF's Council Regulation due in 2006.

The Plenary meeting of the Advisory Forum, which is planned to take place in Torino in June, will also contribute to the preparation of the ETF's strategy for the post 2006 period. It will be an opportunity to raise awareness in the partner countries regarding EU policies and programmes 2007-2013. The conference will also provide a platform to review VET reform needs and strategies in the partner countries and to explore and validate innovative approaches which have been tested in ETF projects and action research initiatives.

The ETF's regulatory environment is developing in line with the more global changes under way in the major EU institutions. The ETF will continue to make efforts to anticipate and comply with the emerging requirements which stem from these changes. The ETF will put particular emphasis on compliance with Internal Control Standards with particular reference to the consolidation of its internal audit and risk assessment capacity. In addition, the ETF will reinforce its compliance with some elements of EU public service regulations and in particular the Personal Data protection directive as well as adaptation to the update of the public procurement directive. Finally, the ETF intends to complete the change of its accounting standards to accrual accounting and prepare for the adoption of a revised financial management software package developed by the European Commission (so-called ABAC suite).

Evaluation and impact assessment will receive an increased attention, both for evaluation and assessment of ETF activities and projects, as well as for the development of ETF expertise in the field. The 2005 External Evaluation is expected to lead to a Commission Communication in 2006. The ETF will draw on the results of the external evaluation as well as on further reports from the IAS and Court of Auditors to define and implement appropriate action plans to improve the corporate performance. These action plans and subsequent implementation reports will be discussed and agreed with the Governing Board and shared with relevant institutions.

In 2005, the ETF made steps towards a flexible organisational structure founded on competencies and project teams, including a competencies' mapping exercise. The organisational model, which is to be introduced actively in 2006, will require a substantial overhaul of internal Human Resources Management Practices including a review of staff Performance Appraisal, Personal Development Plans and recruitment policy. In line with the expectations of the European Parliament, the revisions will particularly take into account issues of gender and equal opportunities. The changes will also require the deployment of specific tools to support competencies management as well as monitoring and time management tools as well as time management tools.

At a corporate level, the ETF will also reinforce its capacity to provide support for EU Member States which provide aid to partner countries in relevant fields. In close co-operation with the ETF Governing Board, the agency will assess and pilot initiatives to operationalise its role as a facilitator for the alignment and harmonisation of international assistance. The above mentioned plenary meeting of the Advisory Forum will be an opportunity to discuss possible joint actions with donors and other international organisations to further the objectives set in EU external relation policies.

Summary of objectives

Specific Objective	Expected Results	Indicators	Components / Tools	Resources Total HR
ETF has agreed its strategic objectives for 2007-9 in line with EU priorities and stakeholder feedback.	1. ETF strategic objectives developed in consultation with ETF stakeholder groups and staff indicate the agency's role under the new Financial Perspectives	1.1 ETF annual environment analysis adopted by MT by February 2006 1.2 ETF Mid Term Perspective 2007-9 adopted by ETF Governing Board by March 2006	<ul style="list-style-type: none"> Environment analysis produced by PMEU and discussed with MT Constant follow-up of the development of new EU external relations instruments Continuous dialogue and several meetings with the EC to discuss the role and revised mandate of ETF within EU external programmes 	3
Reinforced capacity to deliver cost-efficient services in compliance with EU regulations and in line with the needs and requirements of internal and external customers.	1. Improved compliance with Quality Standards introduced by the Internal Control Standards (ICS) and more generally EU public service regulations compliance.	1.1 Action plan to monitor and improve compliance with ICS in place and monitored 1.2 ETF annual audit plan timely carried out and recommendations properly followed up.	<ul style="list-style-type: none"> Coordination of the risk assessment process Risk assessment results and external audit recommendations fed into the MT and communicated to and discussed with the GB Exploration and evaluation for application of Quality Management systems to ETF Coordination of the external audit follow-up of improvement actions Facilitation of external evaluation process, drafting and agreeing on an Action Plan based on the recommendations from the COM Regular reporting on the implementation of the Action Plan to the GB 	4
	2. ETF operational activities evaluated according to ETF M&E policy, and improvement steps implemented	2.1 ETF annual evaluation report presented to GB, and improvement actions agreed		
	3. External Evaluation report findings responded to by ETF action plan	3.1 ETF action plan for external evaluation 2005 adopted by GB, with regular reports on implementation		
ETF contributes to the co-ordination of Community assistance to partner countries.	1. EU Member States and international organisations actively co-operate with ETF to achieve the VET related goals of EU external relations policy	1.1 Number of Member States and International Organisations cooperating on ETF operational activities 1.2 Number of joint projects	<ul style="list-style-type: none"> Coordination of relations with other donors Coordinated reporting on joint projects and activities Increasing awareness of ETF activities and expertise among the donors 	1

Specific Objective	Expected Results	Indicators	Components / Tools	Resources Total HR
Improved efficiency and effectiveness of ETF organisational management approaches	<ol style="list-style-type: none"> 1. HR management policies and practices support flexible, team-based structure 2. ETF financial management complies with EU practices. 	<ol style="list-style-type: none"> 1.1 HR policies revised, in particular PAS, PDP, Recruitment and Promotion policies, in line with organisational objectives and EU institutions priorities 1.2 ETF competencies' mapping completed and maintained 2.1 Accrual accounting successfully introduced 2.2 ETF fully prepared for the EC ABAC suite 		16
ETF statutory bodies are managed effectively and efficiently according to their mandate and Rules of Procedure	Regulated, guided and informed activities through the active contribution of the statutory bodies	<ol style="list-style-type: none"> 1.1 Minutes of ETF Governing Board testify adoption of statutory documents and active participation by members 1.2 Advisory Forum 2006 plenary meeting minutes provide input to ETF geographical and thematic priorities for 2007-2009 1.3 Advisory Forum opinions on annual work programme and progress in VET reform delivered to Governing Board. 	<ul style="list-style-type: none"> • Coordination of the relations with AF and GB members • Coordination of the GB agenda and documents with COM • Minuting of the GB meetings • Channelling AF contribution into 2007-2009 programming cycle 	1

Projects proposed

Project N°	Partner countries	Project Title	Human resource allocation	Project fund allocation
WP06-73-01	All	Advisory Forum	3	450 000
WP06-73-02	All	Evaluation	1	250 000
WP06-73-03	All	Audit	1	125 000
WP06-73-04	All	Aid co-operation	pm	pm
Grand total			25 ¹¹	825 000

¹¹ This figure includes human resources for the specific projects as well as for the provision of routine services within the field of governance and compliance, such as strategic management, competencies and personnel management, financial and procurement management

Pillar 4 Provision of premises and facilities (Activity 9)

The ETF Work Programme 2006 will take place against a background of continued gradual renewal of ETF infrastructure and equipment as they reach the end of their life cycle. Maintaining and updating the ETF premises and technical infrastructure constitute one of the continuous objectives of Administration. These include the provision of data processing and telecommunication technologies aiming to facilitate the achievement of operational activities and help the dissemination of ETF products.

Summary of objectives

Specific Objective(s)	Expected Results	Indicators ¹²	Resources Total HR (FTE)
Reinforced capacity to deliver cost-efficient administrative services, which are responsive to the needs of internal and external customers	1. Continuity of services and maintained efficiency in a changing environment including premises and technological infrastructure maintenance	1.1 ETF premises and technical services upgraded in line with the needs of the organisation and in respect of its regulatory framework	8

¹² RACER: Relevant, Accepted (Discussed), Credible, Easy, Robust

ANNEX 1: ETF Evaluation plan

1. Evaluation of ETF activities and impact assessment

On the basis of the two years' experience of the ETF Monitoring & Evaluation Policy and implementation of 2004 and 2005 M&E Programmes, the following main lines of action are proposed for ETF activities in evaluation in 2006 :

1.1 Evaluation of ETF WP activities

- - Project evaluation (1)
- - Country evaluation (1-2)
- - Support to other evaluations according to the needs of the Operational Department
- - Dissemination of evaluation results

The choice of the projects and countries to be evaluated will be influenced by the criteria outlined in the ETF's Monitoring and Evaluation Policy, the outcomes of the 2005 evaluation programme, the results of the ETF External Evaluation and by the ETF's strategic development perspectives defined in co-operation with the ETF Governing Board.

1.2 Impact assessment

Research will be undertaken on evaluation methods of the impact of different types of assistance and programmes in the field of VET. The study will consist of a stocktaking exercise, case studies, development of guidelines and tools adapted to the sector, training of ETF staff and dissemination of the guidelines and the ETF publication on the subject.

The case studies of the impact of VET projects and programmes on the society and socio-economic development can be done with particular emphasis on issues such as poverty alleviation, gender equality and minorities.

Collaboration and joint work with other donors and relevant stakeholders will be investigated.

The study will increase the ETF's capital of knowledge and skills in the field of impact assessment thereby further widening the variety of services the ETF can provide to the Commission services and Member States.

1.3 Revision and adoption of a new ETF Monitoring and Evaluation Policy by end of 2006.

The current Monitoring and Evaluation Policy 2004-2006 was adopted by the Governing Board in March 2004. The current policy will be reviewed in the light of the results of the different monitoring and evaluation initiatives launched since 2004, and a revised policy for the next three years will be submitted to the Board by the end of 2006.

2. External Evaluation of the ETF

The regulatory external evaluation of the ETF conducted by DG EAC according to the Council Regulation will be finalised end of 2005. Lessons learnt from this exercise and the recommendations made by the evaluators will be taken into consideration by the ETF in its planning and management of operations.

The conclusions of the evaluation come in an appropriate time to feed into the planning of the ETF's work within the framework of new financial instrument from 2007 onwards.

ANNEX 2: ETF / Cedefop Co-operation:

Introduction

1. Cedefop and the ETF have complementary expertise and although both agencies work in vocational education and training, there is no functional overlap between their works. The ETF uses Cedefop as a source of information and best practice in the EU and EEA countries in vocational education and training and labour market for supporting third countries' economic and social reform. Cedefop benefits from the ETF's experience and knowledge both in the candidate and in other partner countries. They join forces where necessary to help the EU technically and scientifically in achieving its objectives.
2. Having started working together in 1997, in 2001 the two agencies established a framework setting out the scope, principles, priorities and modalities to consolidate their cooperation (13) and also to clarify for them the role of each agency with the view to preparing the acceding and candidate countries for accession in the most efficient and effective manner.
3. Building upon the achievements of their cooperation in previous years, in 2006 the priorities and methods of the joint work of the two agencies will reflect the new reality marked by the outcomes of the Maastricht Communiqué and the foreseen enlargement of the European Union to include two new Member States in 2007.
4. Cooperation between the two agencies in 2006 will focus on Bulgaria, Romania, Croatia and Turkey in the following priority areas:
 - facilitating their involvement in policy development and related Community VET programmes;
 - Supporting their further familiarisation and, where appropriate, preparation for full participation in Cedefop activities and networks by the time of accession.
 - implementing an exit/entry strategy for Romania and Bulgaria;

However, concerning the familiarisation strategy and particularly the gradual integration of the candidate countries into Cedefop's work, a distinction is made between those candidate countries whose accession is already on track (Bulgaria and Romania) and those for which this issue is still pending (Croatia) or to be seen in a longer perspective (Turkey).

5. The two agencies will also strengthen their general and thematic cooperation by:
 - continuing to hold regular knowledge-sharing events between their experts;
 - involving ETF experts in the thematic development activities in the EU Member States and EEA countries;
 - Associating Cedefop experts in the dissemination of the European policy developments in VET in the candidate countries, South Eastern Europe and other ETF partner countries.

Facilitating the participation and involvement of candidate countries in the policy development of the Community

The candidate countries, especially Bulgaria and Romania, have already been involved in cooperation with Cedefop and they have expressed particular interest in continuing this cooperation, especially in some activities which have been already taken into consideration.

Cedefop and the ETF support the European Commission in implementing and monitoring actions related to the work on the Education and Training 2010 work programme, with special focus on the enhanced European cooperation in VET (Copenhagen process). They contribute in particular to the dissemination of the messages of the Maastricht Communiqué as well as the Copenhagen Declaration, to the implementation of the Decision of the European Parliament and the Council on a single framework for the transparency of qualifications and competencies (Europass) and to the consultation process on the European Commission's proposal for a European Qualification Framework. The ETF and Cedefop are also providing technical support to the Commission on the preparation of the 2006 Joint report and take part in the new established coordination group of the Education and Training 2010 Work Programme (ETCG).

¹³ See http://www.CEDEFOP.eu.int/download/current_act/CEDEFOP_ETF_0601.doc

There is a need to provide further additional assistance to the candidate countries to enable them to take on board the conclusions and recommendations of the second phase of the Education and Training 2010 work programme by supporting their involvement in the system of Peer Learning Activities (PLA), as well as the follow-up of the Maastricht Communiqué in terms of the updated framework of priorities for the reform of national VET systems and the development of European labour market, and to contribute to the good preparation of the Helsinki Conference in 2006.

More specifically, both agencies will continue to work together in the following areas:

1. Knowledge System on good examples of policy and practice in lifelong learning (LLL): both agencies will cooperate with the European Commission and other partners on the identification and transfer of good examples of policy and practice in LLL (including examples from the new member states and the candidate countries) helping to organise the input and update of national policy initiatives;
2. Europass: the ETF and Cedefop will continue to support candidate countries in their preparations for the implementation of the Decision on Europass including promoting individuals' use of the Europass instruments and participating in the European network of Europass correspondents;
3. EQF and Learning credits: the ETF and Cedefop will support the Commission work on establishing a European Qualification Framework, a European credit transfer for VET (ECVET) and later on a European credit transfer system for lifelong learning by pursuing active contribution to the consultation processes launched by the Commission as well as appropriate dissemination activities.
4. Quality assurance in VET: the ETF, in cooperation with the Commission and Cedefop, will continue to raise awareness and update the countries on the progress and outcomes of work in this field and provide appropriate support to those countries who may wish to pursue or to start the pilot implementation of the common quality assurance framework, in particular through PLA.
5. Guidance and counselling: building on the results and recommendations of the Council Resolution on lifelong guidance, the ETF and Cedefop will continue cooperation with the European Commission to support the candidate countries' participation in further European cooperation and exchange as well as in informing their national policies with the objectives set out in the Resolution;
6. Follow-up to the Maastricht Communiqué: cooperation will also be continued to support the implementation of the road map of the Commission's Communication on the draft 2006 report, to encompass other priority areas emerging from the Maastricht Communiqué and to contribute to the preparation of the Helsinki conference end 2006.
7. E-learning and e-skills, e-certification: cooperation between the ETF and Cedefop will also be extended to information exchange activities on e-learning and e-skills, e-certification and related activities with a view to the future integration of both candidate countries (and where appropriate, the western Balkans) into action programmes (eEurope and eLearning);

Social Dialogue

Cedefop and the ETF will continue to work together to promote the participation of social partners from the candidate countries in implementing the Framework of actions for the lifelong development of competencies and qualifications, agreed between the European social partners in 2002. They will also deliver support to the European social partners in carrying out their work programme especially through sectoral approach under the priority of enlargement.

In this perspective, they intend to organise a Conference on Social Partnership in the framework of the sectoral approach for qualifications and competencies, involving Candidate Countries and also pre-accession Countries.

Continued support to the candidate countries for participation in Cedefop

Cedefop will continue to draw on the ETF's experience for reinforcing participation of the candidate countries in the following activities:

a. Reporting

The ETF and Cedefop will continue to provide adequate support for the further familiarisation of the ETF national observatories in the candidate countries with Cedefop's ReferNet activities. The goal is

to ensure that the countries will be fully prepared to act as members of the network after accession. The two agencies will continue to work closely with Eurydice to ensure compatibility of the reporting structures.

b. Statistics and indicators

The ETF and Cedefop will continue to be involved in the methodological work of the European Commission on indicators and benchmarks and the follow-up of the Objectives of education and training systems in Europe. Both agencies will continue to follow the activities of the Eurostat Working Group (Education and Training Statistics) and DGEAC (Standing Group on Indicators and Benchmarks).

c. Participation of the candidate countries in the Leonardo da Vinci study visits programme

In 2006, Cedefop will organise study visits in the candidate countries fostering mutual and peer learning. The ETF, drawing on its networks and experience, will continue to provide support for the involvement of the candidate countries in the programme and identification of persons in candidate countries who could contribute to the visits/seminars. The ETF will also help to analyse the results of the visits and provide input for the synthesis seminar.

d. Support for research cooperation

The third research report "The value of learning" on impact of education and training (published by Cedefop in 2004), prepared through the contribution of the ETF and researchers from these countries will be disseminated and updated in 2006.

The ETF and the candidate countries will continue to be involved in Cedefop's research work through their involvement in the European journal vocational training, Agora meetings, Skillsnet (the network on early identification of skill needs), and Cedefop's Research Arena (Cedra).

e. Cedefop's networks

The ETF and Cedefop will continue to facilitate the involvement of the candidate countries in Cedefop's networks, in particular the Training of Trainers network (TTnet) and in the Skillsnet.

f. Information and knowledge management

Cooperation aimed at reinforcing the electronic exchange of information will continue, in particular through more systematic links to be developed between the Cedefop European Training Village (ETV) and the ETF website. The ETF and Cedefop will promote the ETV in the candidate countries to facilitate their access to information about vocational education and training in the EU and increasing involvement in Cedefop activities.

The two agencies will also continue to work together with Eurydice on documentation and terminology to improve the sharing of resources and to make tools more compatible.

Cedefop and the ETF will give specific attention to organising joint events during the Austria and Finland presidencies. The Cedefop and ETF involvement in the monitoring progress of the Copenhagen and Maastricht processes planned under the Finnish Presidency in 2006 is of particular importance as a guiding framework for the two agencies' cooperation in 2006-07.

ANNEX 3: Country tables

Eastern Europe, Caucasus and Central Asia

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Russian Federation	<p><i>Tacis project "Management Training Programme IV" (AP 2002-3): follow-up</i></p> <p><i>Tacis project "Vocational Training and Labour Resources in Kaliningrad" (AP 2004): follow up</i></p> <p><i>Tacis project "E-skills for Russian SMEs phase I & II" (Baltic/AP 2002 and 2003): follow up</i></p> <p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p> <p><i>Dissemination of EU policies: Education and Training 2010 and Bologna processes</i></p>	<p><i>Policy advice and capacity building:</i></p> <p>Policy advice in support to VET reform processes (cont.)</p> <p>National Qualification Frameworks (cont.)</p>	<p>Impact assessment in continuing vocational training</p>
Belarus	<p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p>		
Ukraine	<p><i>Tacis project "Management Training Programme IV" (AP 2002-3): follow up</i></p> <p><i>Tacis project: "Strengthening Regional VET Management" (AP 2004): follow-up</i></p> <p><i>Tacis project: "Development of a System of Continuing Education at the Workplace" (AP 2003): follow up and mid-term review</i></p> <p><i>Tacis project: "Support to VET Reform" (AP 2005-06): project design and follow up</i></p> <p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p> <p><i>Dissemination of EU policies: Education and Training 2010 and Bologna process</i></p>	<p><i>Policy advice and capacity building:</i></p> <p>Policy advice in support to VET reform processes (cont.)</p> <p>National Qualification Frameworks (cont.)</p>	<p>Transition from VET to work</p> <p>Key competencies for lifelong learning</p>
Moldova	<p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p> <p><i>Dissemination of EU policies: Education and Training 2010 and Bologna processes</i></p>	<p><i>Policy advice and capacity building:</i></p> <p>Policy advice in support to VET reform processes (cont.)</p>	<p>Implications of Migration for VET development</p>
Azerbaijan	<p><i>Tacis project "VET Reform Strategy" (AP 2006): project design and follow up</i></p> <p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p>	<p><i>Policy advice and capacity building:</i></p> <p>Policy advice in support to VET reform processes (cont.)</p> <p>National Qualification Frameworks (cont.)</p>	
Georgia	<p><i>Tacis Policy Advisor Project for VET reform Strategy and VET Law (Policy Advice Budget): ad hoc expertise input</i></p> <p><i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i></p>	<p><i>Policy advice and capacity building:</i></p> <p>Policy advice in support to VET reform processes (cont.)</p> <p>National Qualification Frameworks (cont.)</p>	

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Armenia	<i>ENPI programming: Ad hoc expertise input for ENPI Action Plans and other programming documents</i>	<i>Policy advice and capacity building:</i> Policy advice in support to VET reform processes (cont.) National Qualification Frameworks (cont.)	
Tajikistan	<i>Tacis project "Linking Vocational Education and Training to the Labour Market" Phase I (AP 2002): follow-up and end-of-project assessment</i> <i>Tacis project "Linking Vocational Education and Training to the Labour Market" Phase II (AP 2004): project design and follow up (to be confirmed)</i> <i>Tacis project "Enhancing Individual Incomes and Improving Living Standards in Khatlon Region" (AP 2002): ad hoc expertise advise on VET components</i> <i>ECDCI programming: Ad hoc expertise input for ECDCI Action Plans and other programming documents</i>	<i>Policy advice and capacity building:</i> Policy advice in support to VET reform processes (cont.) National Qualification Frameworks (cont.) Skills Development for Poverty Reduction (cont.)	
Kazakhstan	<i>ECDCI programming: Ad hoc expertise input for ECDCI Action Plans and other programming documents</i>	<i>Policy advice and capacity building:</i> National Qualification Frameworks (cont.) Skills Development for Poverty Reduction (cont.)	
Kyrgyzstan	<i>Tacis project "Support to the development of an employment policy in Kyrgyzstan" (AP 2003): follow up and mid-term review</i> <i>ECDCI programming: Ad hoc expertise input for ECDCI Action Plans and other programming documents</i>	<i>Policy advice and capacity building:</i> National Qualification Frameworks (cont.) Skills Development for Poverty Reduction (cont.)	
Uzbekistan	<i>Tacis project "Social Partnership in Education and Training phase I" (AP 2002): ad hoc expertise advise</i> <i>Tacis project "Social Partnership in Education and Training phase II": project design and ad hoc expertise advise (AP 2004) (to be confirmed)</i> <i>ECDCI programming: Ad hoc expertise input for ECDCI Action Plans and other programming documents</i>	<i>Policy advice and capacity building: National Qualification Frameworks (cont.)</i> <i>Skills Development for Poverty Reduction (cont.)</i>	

Mediterranean region

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Morocco	Ad hoc expertise input for ENPI programming (cont. 2005) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Observatory function (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	Impact assessment in continuing vocational training
Algeria	Ad hoc expertise input for ENPI programming (cont.2005) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Observatory function : support to CEREQ Financing of VET systems (cont. 2005) National Qualifications (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	Impact assessment in continuing vocational training
Tunisia	Support to VET SPSP design (cont. 2005) Ad hoc expertise input for ENPI programming (cont.2005) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Financing of VET systems (cont. 2005) National Qualifications (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	Implications of Migration for VET development
Egypt	Ad hoc expertise input for ENPI programming (cont.2005) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)		Implications of Migration for VET development Transition from VET to work
Jordan	Study on VET/LM issues in Jordan (cont. 2005) Ad hoc expertise input for ENPI programming (cont.2005) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Observatory function (cont. 2005) Financing of VET systems (cont. 2005) National Qualifications (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	
WBGS	Dissemination of findings of 2005 VET/LM country report Ad hoc expertise input for ENPI programming (cont.) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Observatory function National Qualifications (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Israel	Ad hoc expertise input for ENPI programming (cont.) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Dissemination of ETF/WB study on skills development for the knowledge economy	
Lebanon	Ad hoc expertise input for ENPI programming (cont.) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Dissemination of ETF/WB study on skills development for the knowledge economy	
Syria	Ad hoc expertise input for ENPI programming (cont.) Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	Observatory function (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	
Summary of regional/ multi-country activities (South-South cooperation)			
	Study on donors' sector approach practices (cont. 2005) Dissemination of EU policies and products Implementation of ETE programme on behalf of the EC (cont. 2005)	National Qualifications (ALG, TUN, EGY, PNA, JOR) Financing of VET systems (ALG, TUN, EGY, JOR) (cont. 2005) Dissemination of ETF/WB study on skills development for the knowledge economy	

South Eastern Europe

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Albania	<p>CARDS 2002 VET reform (€ 1.5 m.)</p> <p>CARDS 2003 VET reform II (€ 1.4 m.)</p> <p>CARDS 2004 Creation of a Decentralised System of VET and lifelong learning (€3 m.)</p> <p>CARDS 2006 VET reform III</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>Peer review project</p> <p>SEE Teacher Training network</p>	<p>Implications of Migration for VET development</p>
Bosnia and Herz.	<p>CARDS 2004 VET project (€ 2.m.)</p> <p>CARDS Economic sector (€ 1.5 m.)</p> <p>CARDS 2005 Employment project (€ 500.000), tbc.</p> <p>CARDS 2006 Employment project (€ 1.5 m.), tbc</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>SEE Teacher Training network</p>	
FYR of Macedonia	<p>CARDS 2002 HRD Fund project</p> <p>CARDS 2003 VET 3 project (€ 1 m)</p> <p>CARDS 2004 VET 4 project (€ 1.5 m)</p> <p>CARDS 2004 EMPL 2 project (€ 1 m)</p> <p>CARDS 2005 Active Labour Market Measures</p> <p>CARDS 2006 Lifelong Learning project (€ 1 m)</p> <p>Expertise input to IPA programming</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>SEE Teacher Training network</p>	
Kosovo	<p>CARDS 2002 VET Reform (€3m)</p> <p>CARDS 2003 Capacity building of employment services (€3m)</p> <p>CARDS 2004 VET Reform II (€2m)</p> <p>CARDS 2005 Institution and capacity building in HRD (€2m)</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>Peer review project</p> <p>SEE Teacher Training network</p>	<p>Key competencies for lifelong learning</p>

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Monteneg.	<p>CARDS 2001 VET Reform (€800,000)</p> <p>CARDS 2004 VET Reform II (€682,000)</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>Peer review project</p> <p>SEE Teacher Training network</p>	Key competencies for lifelong learning
Serbia	<p>CARDS 2002 Training for unemployed and redundant workers (€ 2 m)</p> <p>CARDS 2003 VET Reform Programme (€ 13 m)</p> <p>CARDS 2004 Employment Support Programme (€10 m)</p> <p>CARDS 2005 VET reform II (€3.5 m)</p> <p>Expertise input to IPA programming</p> <p>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p>	<p>SEE teacher training network</p>	Key competencies for lifelong learning

Enlargement

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Bulgaria	<p><i>Phare 2002 “Lifelong Learning” Project</i></p> <p><i>Phare 2003 “Vocational Qualifications” Project</i></p> <p><i>Phare 2003 “Alternative employment” Project</i></p> <p><i>Phare 2003 “Grant Scheme” Project</i></p> <p><i>Phare 2003 “Guidelines for Applicants” Project</i></p> <p><i>Phare 2004 “Development of an adult training centre network” Project</i></p> <p><i>Phare 2006 “Human Resources Development and Promotion of Employment” Project</i></p> <p><i>Phare programming: Input to Comprehensive Monitoring Report for Bulgaria to DG ELARG</i></p> <p><i>Joint Assessment Process (JAP): Regular input to JAP process for future participation of Bulgaria in the European Employment Strategy</i></p> <p><i>Institution building for Accession</i></p> <p><i>Dissemination of EU policies: Lisbon/Education and Training 2010 processes:</i></p> <ul style="list-style-type: none"> • Quality Assurance of Training Providers • Career Guidance – LLL • Common activities with Cedefop: capacity building and participation in Cedefop networks. 		
Croatia	<p><i>CARDS 2002 VET-MIB (Modernisation & Institution-Building) project (€ 1.5 m)</i></p> <p><i>CARDS 2002 Local Partnership project (€ 0.9 m)</i></p> <p><i>CARDS 2003 Decentralisation of CES project (€ 0.5 m)</i></p> <p><i>CARDS 2003 VET Centres of Excellence project (€ 4m)</i></p> <p><i>CARDS 2003 Labour Market Statistics twinning project</i></p> <p><i>CARDS 2004 Adult learning project (€ 1.5 m)</i></p> <p><i>CARDS 2004 Local Partnership project (€ 1.5 m)</i></p> <p><i>Phare 2005 Active Labour Market Policies project</i></p> <p><i>Institution building for accession</i></p> <p><i>Dissemination of EU policies: Lisbon/Education and Training 2010 processes</i></p> <ul style="list-style-type: none"> • Common activities with Cedefop: capacity building and participation in Cedefop networks. 		

	Support to EC programmes	Capacity building, information and analysis for the partner countries	Innovation and Learning Projects
Romania	<p>Phare TVET 2002 project Phare TVET 2003 project Phare CVT Twinning project Phare HRD 2000 grant scheme Ex Post Evaluation Phare HRD 2002 grant scheme Monitoring Phare HRD 2003 grant scheme Launch Phare 2004 project National Qualification Agency SAPARD HRD activities Launch Phare programming: (2003, 2004-2006) Input to Comprehensive Monitoring Report for Romania to DG ELARG; Joint Assessment Process (JAP): Regular input to JAP process for future participation of Romania in the European Employment Strategy, Review of the Second JAP Progress Report, participation in JAP seminars Institution building for Accession Interim Evaluation of Adult Training Providers Authorisation System (self-assessment, peer review and seminar) Support to the Strengthening of Sectoral Committees Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p> <ul style="list-style-type: none"> • Common activities with Cedefop: capacity building and participation in Cedefop networks. • Support to the development and implementation of the apprenticeship law • Analysis of Education 2010 report 		Transition from VET to Work
Turkey	<p><i>MEDA 1996 The modernisation of VET (MVET – 14 M€)</i> <i>MEDA 1998 The strengthening of VET (SVET – 51 M€)</i> <i>MEDA 1999 - Support to basic education (SBEP-100 M€)</i> <i>MEDA 2002 Active labour market strategy programme (40 M€)</i> Phare programming: Input to Comprehensive Monitoring Report for Turkey to DG ELARG; Institution building for Accession Dissemination of EU policies: Lisbon/Education and Training 2010 processes</p> <ul style="list-style-type: none"> • Common activities with Cedefop: capacity building and participation in Cedefop networks. 		To be defined