



ETF - ANNUAL ACTIVITY REPORT 2003

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European Training Foundation Annual Report 2003

1. INTRODUCTION

1.1. Role of the European Training Foundation (ETF)

The European Training Foundation (ETF) is the EU agency that specialises in vocational education and training reform in societies and economies in transition, within the context of EU external relations MEDA, CARDS, Tacis and Phare programmes.

Working within the context of these programmes, ETF supports the European Commission by facilitating the reform of vocational training in partner countries and territories. ETF also promotes access to European expertise and practices in human resource development in general and, where appropriate, to the Copenhagen and Lisbon processes and to the European Employment Strategy.

Activities cover four main groups of countries across three continents: the Mediterranean partners¹; the countries of the Western Balkans²; Eastern Europe and Central Asia³ and the future Member States⁴ of the European Union.

As a centre of expertise for the development of training and skills in the context of EU external aid to third countries, ETF offers:

- a practical understanding of developments in vocational education, training and employment in EU and countries undergoing transition;
- in-depth knowledge of the specific conditions, needs and key players in partner countries; and,
- understanding of EU external assistance policies, programmes and country strategies.

In doing so it provides services to five Directorates General within the European Commission (DGs External Relations; Enlargement; Employment and Social Affairs; the EuropeAid Co-operation Office and DG Education and Culture, the ETF *de tutelle*). Services are also provided to EC Delegations in the partner countries and to the European Agency for Reconstruction. A comprehensive list of Commission requests for ETF services and support in 2003 can be found at Annex 1.

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

² Albania, Bosnia and Herzegovina, Croatia, Federal Republic of Yugoslavia, Former Yugoslav Republic of Macedonia

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

⁴ Formerly known as the Candidate Countries: Bulgaria, Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovak Republic, Slovenia and Turkey

1.2. Structure of the ETF

The ETF Governing Board (see Chapter 6) is chaired by the Director General of DG Education and Culture and is comprised of representatives from Member States and the European Commission. Representatives from acceding and candidate countries attend meetings of the Governing Board as observers. The Governing Board approves the ETF annual Work Programme and budget and is also consulted on issues that relate to the strategic direction and management of the ETF.

The Governing Board is supported by the Advisory Forum, a body of over 100 vocational training specialists drawn from Member States, the partner countries, social partner and other international organisations. The main role of the Forum is to provide advice to the ETF and its Governing Board on the preparation of the ETF annual Work Programme. The Forum also serves also as an exchange network, enabling good practices on vocational training policies and reform to be shared with countries in transition. Brief details of the work of the Advisory Forum in 2003 can be found in Chapter 6.

The Director of the ETF reports to the Governing Board and chairs the Advisory Forum. In 2003 he was assisted by around 100 Temporary Agent staff in the implementation of the Work Programme based on the ETF budget of € 17.2 million for that year.

The ETF is organised on a geographical basis. Three departments cover the future Member States and the Western Balkans; Eastern Europe and Central Asia; and the Mediterranean region. A separate department provides technical assistance to the Commission for the implementation of the Tempus programme. Underpinning all ETF operations is the Administrative and Central Services Department which provides technical and administrative support to the organisation as a whole. Annex 2 sets out the ETF's organisation chart at 31 December 2003.

1.3. ETF evaluation and quality assurance

As required by the ETF Regulation (EC 1572/98) and with help from external experts, the European Commission undertook a tri-annual evaluation of the effectiveness and efficiency of the ETF 1997-2002. In May 2003, the Commission presented the results of this procedure in a Communication to the European Parliament, the Council and the Economic and Social Affairs Committee (COM (2003) 287). ETF drew up an Action Plan (2003-2005) in response to the Commission Communication, which outlines systematic action on the recommendations of the Communication and ensures a regular follow-up of the results.

A policy document for monitoring and evaluation in ETF 2004-2006 was endorsed in December 2003. This introduces new types of evaluation such as those based on countries and themes. It also brings together different monitoring and evaluation activities and tools already used in ETF, thus providing a comprehensive basis for further developments in the field which will be detailed in the annual Monitoring & Evaluation Work Programmes. The design and functionality of the existing monitoring databases were improved throughout 2003.

1.4. ETF development

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

ETF recognises the challenge of staying ahead of such developments and in 2003 it continued to take forward a change management process that had started in 2001. This helps ETF to respond most effectively to the growing number of requests for support from Commission services: in particular EuropeAid; the European Agency for Reconstruction (EAR); the Delegations in partner countries; and the partner countries themselves. Amongst a number of initiatives, ETF:

- established an External Communication Unit, re-designed the ETF website and re-branded the ETF corporate image;
- secured Governing Board agreement to the ETF Medium-term Perspective 2004-2006 which outlines the main development lines for ETF and defines the expected framework for ETF staff and budgetary resources;
- designed and implemented a development programme to improve ETF management competences;
- appointed a Human Resource Development Officer, established department/unit training coordinators and increased the training budget;
- implemented fully a Performance Appraisal System (PAS) which identifies opportunities for individual improvement;
- implemented the new Financial Regulation.

2. ETF ACTIVITIES IN 2003

This section outlines briefly the activities carried out by ETF during 2003. To ensure consistency with Work Programme 2003, these activities are categorised under three headings: support to the Commission; information gathering and analysis; and development activities.

2.1. The Mediterranean region

2.1.1. Support to the Commission

In 2003 ETF continued to supply expert advisory services to the European Commission by providing:

- support to the design of one EC project and start-up of two others in the field of vocational training and the labour market; and,

- background information to contribute to future EC plans in the region for vocational training, skills development and the resolution of labour market issues.

The first type of support has been provided mainly to AidCo and EC Delegations following the de-concentration process. The second has reached a wider range of EC services, including DG External Relations, DG Education and Culture and other DGs. In addition to the Commission, national stakeholder institutions, policy makers, bilateral and international donor agencies have all benefited, directly or indirectly, from ETF activities during 2003.

ETF support to European Commission services during 2003 can be summarised as follows:

- ETF completed its support to the initial phases of the launch of Meda programmes in vocational training reform in Morocco and Egypt which had started in 2002. This was achieved by providing the necessary terms of reference and other documents requested by EC delegations to ensure an immediate and smooth launch of programmes. ETF also concluded the identification and feasibility phases of a Meda vocational training modernisation programme in Syria;
- ETF completed the analytical overview of the Tunisian and Egyptian vocational training and labour market systems; the studies focussed in particular on the role of vocational training in a larger labour market scenario and the related institutional issues;
- following a request from AidCo, ETF also carried out desk research on training and human resource development in the context of local development. This has resulted in a number of products including: an inventory of current and planned activities supported by the EU with a local development component in several MEDA countries; and a review of the institutional framework for local development in Jordan and Algeria which covers issues such as levels of decentralisation/devolution, the identification of areas of responsibility, key actors, stakeholders and funding;
- in response to a further request from AidCo, ETF helped the Yemen government to develop a strategy for vocational training reform. also provided advice for the re-orientation of the EC programme “Strengthening Priority Areas of Vocational Training” in Yemen;
- capacity building in partner countries is an important element of ETF work. In December 2003 ETF completed technical support for the introduction of pilot apprenticeships in Syria in line with the strategy of the EC Delegation. This pilot initiative is a test-bed for wider reform and provides good basis for the design of the comprehensive Meda vocational training modernisation programme mentioned above. Syrian authorities have asked for an extension of ETF technical support in 2004 to bridge the gap until the new Meda programme starts;

- in support of the DG Relex political dialogue between the EU and partner countries, ETF completed a study on e-learning in Israel. Follow-up actions are now being considered by EC services and the ETF;
- ETF helped DG Education & Culture to organise a dissemination conference in Turin on “Innovation in Vocational Training”. In addition to encouraging dialogue between the EU and Med partners, the event enabled an exchange of information between EU and Med partner countries about innovation and good practices in vocational training, in particular by using results from the Leonardo da Vinci programme and regional initiatives. Over 100 people attended the conference including Directors General for Vocational Training, representatives from universities and vocational training institutions, social partners and NGOs.

ETF has also been invited by AidCo to attend two thematic workshops for EC Delegations on vocational education and training and the assessment of human resources in the context of local development. These workshops will be held in early 2004.

2.1.2. Information gathering and analysis

The overall objective of the Observatory function is to increase the different Med partner capacities to collect, analyse and forecast training needs, particularly through the networking of existing national structures. Following a stocktaking exercise in 2002, ETF focused in 2003 on developing tailor-made capacity building actions, adapted to the institutional setting of the countries concerned.

In the Mashrek region such actions have involved Jordan and Syria. The close cooperation established between these two countries is worth noting and the Jordanian experience has proven useful in the Syrian context. In the Maghreb region, actions have focused on Morocco where, on country request, ETF support has concentrated on specific economic sectors. Support to the three countries above will continue in 2004.

The information gathering actions outlined above have been supported by bi-lateral funding from Italy.

2.1.3. Development activities

ETF development activities are designed to contribute to ETF intelligence about the various dimensions of the vocational training reform processes, but they have also proved to be of interest to a wider public. For example, analyses of teacher and trainer training and continuing training, carried out under this category of work in previous years, have been presented to and disseminated via a number of international conferences and fora.

In 2003, ETF development activities focused on consolidating the results of the continuing training analyses in the Maghreb region. Following a request from Moroccan authorities, ETF has started an analysis of the impact of continuing training on the performance of Moroccan enterprises. The methodological framework of this challenging and complex exercise was designed in 2003 and the activity will extend throughout 2004 and 2005.

On the basis of methodology designed in 2002 and in cooperation with the World Bank, ETF has completed a series of studies on vocational training reform in the Mediterranean countries. The first countries covered are Egypt, Lebanon, Jordan and Tunisia. The studies investigate a number of often neglected issues such as governance and financing; participation of the private sector and social partners in the management, provision and quality of training; and skills development in the informal sector.

2.2. Western Balkans

2.2.1. Support to the Commission

ETF has continued active involvement in the design and content monitoring of CARDS projects in all the countries of South Eastern Europe (SEE). For example, in Bosnia & Herzegovina, training need assessments for SMEs have been carried out in the framework of CARDS SME projects. Together with DG Employment, ETF organised a meeting for the implementation of the SME Charter which has been signed by all SEE countries.

In Croatia, support was provided for the implementation of the CARDS 2001/2002 projects on vocational training and labour market restructuring. In the former Yugoslav Republic of Macedonia, ETF participated in two tender evaluations of CARDS 2002 projects on human resource development and employment policy reform. In Kosovo, ETF supported the vocational training reform and occupational classifications projects and advised on terms of reference for the CARDS 2003 project on human resource development. ETF has also commented on inception and progress reports in Serbia and Montenegro.

A monitoring mission was undertaken with European Agency for Reconstruction (EAR) for the CARDS 2002 project on human resource development for unemployed people in Serbia. Also in Serbia, ETF participated in both the tender evaluation for the CARDS 2003 vocational training reform project and a project identification mission for the CARDS 2004 Employment project.

ETF contributed to the new EC Multi-annual Indicative Programmes 2005-6 and the annual report of the Stabilisation and Association process, and published the first in a series of quarterly newsletters on ETF activities in the Western Balkans.

In April a meeting was held to evaluate the experience of the first tranche of peer reviews; the second round of this exercise started in Bosnia & Herzegovina and in the former Yugoslav Republic of Macedonia.

2.2.2. Information gathering and analysis

New framework contracts were signed with Observatory host organisations and work plans agreed. Observatories refined the quality of their reports and presented shorter and more focused reports in Autumn 2003. Observatories were also involved in the preparation of the development projects mentioned below.

2.2.3. Development activities

After a series of consultation seminars with national stakeholders about the Adult Learning Strategies project and a workshop with national and international experts in

Turin in April, ETF launched the development of adult learning strategies in Croatia, Serbia, Montenegro and Kosovo. In each of the four entities, a National Adult Learning Strategy Team has been established to bring together a broad range of stakeholders. The process involves stock-taking and evaluation of the strengths and weaknesses of current training provision and a series of vision-building seminars.

Within the framework of the National Qualification Framework project, ETF organised meetings of experts in Slovenia in April and September to clarify the concept of a national qualification framework and its relevance for vocational training reform. ETF has since launched the terms of reference for the drafting of national studies to identify the gaps and challenges in establishing a national qualification framework.

With support from the Italian authorities, ETF launched two pilot projects (Kosovo, Albania) to determine how cross-stakeholder partnerships can enhance employment and skills at local level. The projects borrow from experience and expertise built-up through the OECD local development network address. The results of the pilot projects which will continue in 2004 will be used for future strategy development.

2.3. Eastern Europe & Central Asia (EECA)

2.3.1. Support to the Commission

ETF support to AidCo, DG Relex and the EC Delegations in the EECA region in 2003 has been extensive and varied. ETF drafted Tacis programme project fiches and terms of reference, contributed to content monitoring, and provided comments on indicative programmes and action plans.

Following a request from DG Relex, ETF carried out two in-depth studies on the relevance of vocational training to labour market needs in Ukraine and Moldova; these will be used to identify areas for future Tacis programme measures. The studies, which make specific recommendations in the fields of teacher training, management of vocational training systems, labour market assessment and continuing vocation training, have been submitted to the Commission services responsible for Tacis programming in Ukraine and Moldova. In Ukraine, the findings and recommendations have already been used as a basis for new project fiches.

A number of missions were carried out in Tajikistan to produce terms of reference and project fiches for new Tacis projects. ETF staff participated in the expert team charged with developing the implementation strategy and terms of reference for the European Commission's poverty alleviation scheme in Khatlon, one of the poorest regions in Tajikistan.

ETF also conducted a seminar to introduce EU policy development in the vocational training field, notably the 'Copenhagen process'. This event brought together high-level EC officials, Russian policy-makers and experts involved in the modernisation of education in the Russian Federation. The seminar inaugurated a series of policy-related events that ETF intends to carry out in 2004.

2.3.2. Information gathering and analysis

The EECA network of National Observatories continued to gather and consolidate information used to support ETF activities in all areas of its work programme. With

the help of local experts, Observatories drafted reviews of the links between the labour market and the respective vocational training systems, highlighting new trends and developments. The reviews will be published early 2004.

A number of Observatories, for example Kyrgyzstan and Ukraine, have been instrumental in facilitating vocational training policy development, launching discussions with the relevant Ministries and co-ordinating the work of international and local experts in this area.

National Observatory task forces, charged with developing new approaches to the collection and analysis of key indicators, dissemination, corporate image and the development of a network website, completed their tasks and made recommendations to the EECA National Observatory network in November. Website development will continue in 2004 and will become a real tool for the dissemination of project results and the promotion of network activities. The discussion on the complex issue of key indicators will continue throughout 2004, based on the task force conclusions.

2.3.3. Development activities

One EECA regional project, 'Entrepreneurship in Education and Training in Russia and Ukraine (EET)' ended in December 2003 with a final conference in St Petersburg. The project was designed to embed entrepreneurial thinking and activity at all levels of vocational training: in school management; the delivery of the curriculum; relationships with enterprises and social partners; and contacts with policy makers. The initiative proved popular with vocational training professionals and attracted around 60 experts from a dozen other regions, including Kazakhstan and Belarus. The new culture of enterprise and initiative that had developed in both of these countries during the course of the project, implies basic changes in attitudes and behaviour of vocational training school principals and teachers and also in the way in which schools relate to other institutions in society. During the final conference, leading policy-makers from both countries voiced support for the project and vowed that work would continue to disseminate and build on the foundations already laid.

The ETF project "VET reform in North-West Russia" also held a final conference in St. Petersburg in October. The project aimed to find new approaches and to re-establish the broken links between the labour market and vocational training in eight regions of North-West Russia. A number of EU Member States (Austria, Belgium, the Netherlands, Finland, France and Sweden) collaborated with ETF to plan and implement the project. Over the years the project has developed new models, approaches and methods on a number of key issues in vocational training, including labour market assessment, social partnership, school management, regional planning and adult training.

The completion of the third and final phase of the project "Strengthening partnership between training institutions and companies" involved around 350 people and 20 institutions in a number of events. Most importantly, however, the project generated an inter-regional network to bring people together to share experiences and common concerns on a regular basis. The project results were highly regarded by the Russian authorities and the "Education Modernisation Concept" which was adopted by the Russian government in 2001, includes a number of issues that were debated much

earlier in the NW Russia project. Although the project is at an end, ETF will continue to support the federal ministries and regions to facilitate policy formulation for vocational training. National Observatories will distribute a companion Tool Kit and also help with further dissemination activities.

2003 also saw the start of a number of new initiatives in the EECA region, including an ETF-funded development project on training strategies for local development in Uzbekistan, Kazakhstan and Kyrgyzstan. A report which will outline main findings and recommendations will be ready early 2004. The project will continue and also be extended to include a number of other countries in the EECA region in 2004.

An assessment of the long-term impact of activities in the field of management training which have been implemented in Russia during the last decade was another new initiative in 2003; to date ETF has organised a one-day seminar with key experts and, with the help from an international and local expert, has started initial research in this field.

2.4. Candidate countries

2.4.1. Support to the Commission

Following a request from DG Employment and Social Affairs, ETF produced individual country fiches for nine future Member States, together with a cross-country synthesis report which analyses needs in the fields of human resource development and employment. Updated reviews of progress of vocational training reform in Bulgaria, Romania and Turkey, together with a recent ETF analysis of lifelong learning in the ten future Member States, have been prepared and delivered to the Commission. ETF is also active within the DG EAC Copenhagen coordination group and in Working Groups under the Objectives/Copenhagen processes.

Terms of reference for an institution-building (IB) project involving Romania, Bulgaria and Turkey have been completed. In Turkey, ETF organised a seminar in Ankara (September) on European Social Fund type programmes and arranged study visits to the Netherlands (March) and Poland (November). A peer review exercise on vocational training policy issues was undertaken in the three Candidate countries.

ETF has been increasingly involved in the Phare programming process in Bulgaria, Romania and Turkey by commenting on project fiches, preparing Terms of Reference, and participating in programming missions, tender evaluations, and steering committees of current projects. ETF also contributed to the evaluation of human resource development Phare projects, inter-institutional cooperation and institution building actions with national and local stakeholders. Support to the Phare programme has been provided for Estonia and Poland in the human resource development sector operational programme. ETF also delivered to DG EAC comments on the draft Single Programming Documents for the Czech Republic and Slovakia.

2.4.2. Information gathering and analysis

In the context of the cooperation framework with Cedefop, ETF has taken steps to involve the National Observatories in the activities of the Cedefop network of Reference and Expertise (ReferNet), through documentation activities, participation

in the regular meetings of the Refer Network, and visits and discussions about building national consortia with national stakeholders.

2.4.3. Development activities

In collaboration with Cedefop and the Greek social partners ETF organised a conference in Athens in May, under the auspices of the EU Greek Presidency on "Lifelong development of competences and qualifications of the workforce - roles and responsibilities". This brought together 75 participants from the European Commission, European social partners, OECD, ILO, the European Economic and Social Committee, the Greek EU Presidency, government officials and social partners from Member States, acceding and candidate countries.

To support the extension of the Cedefop Teacher Training Network to the Candidate Countries, ETF and Cedefop have established a joint Working Group comprised of experts from current and future Member States. The Working Group met in March and June.

2.5. Technical assistance to the Tempus programme

In 2003 ETF continued to provide technical assistance to DG Education and Culture (DG EAC) for the Tempus Programme.

Tempus is a European Community programme which is designed to help social and economic reform and development in the partner countries of the Western Balkans (CARDS), Eastern Europe and Central Asia (Tacis) and the Mediterranean partners (MEDA).

Under the present phase of the Programme there are three main instruments which contribute to the overall objectives of the programme: Joint European Projects (JEP), Structural and Complementary Measures (SCM) and Individual Mobility Grants (IMG).

2.5.1. Selection of Tempus CARDS, Tacis and MEDA Joint European Projects

In 2003 the deadline for Joint European Project applications was 15 December by which time 603 JEP applications were received. Of these, 122 involved the CARDS partner countries, 288 the Tacis partner countries and 193 the MEDA partners. The outcomes of this selection process are expected by mid June 2004.

2.5.2. Selection of Tempus CARDS, Tacis and MEDA Structural and Complementary Measures

In 2003 a new type of Tempus project, Structural and Complementary Measures (SCM), was introduced into the programme. These provide a framework for short-term responses to particular needs identified in partner countries. The first deadline for Structural and Complementary Measures in 2003 was October 15. Despite the very short preparation time and the fact that not all partner countries participated in this first call, 35 SCM applications were received. The selection results have been published.

2.5.3. Selection of Tempus CARDS, Tacis and MEDA Individual Mobility Grants

2003 saw the launch of three calls for Individual Mobility Grant applications with deadlines of 15 February, 15 June and 15 October. The February call was the first to be extended to cover also the Mediterranean partners and 483 applications were received of which 270 were selected for funding. In June, 432 applications were submitted and 216 grants awarded. In October 331 applications were made; the outcome of this call is pending.

2.5.4. Monitoring

Monitoring activities in Tempus CARDS, Tacis and MEDA covered the standard functions of contract management, desk monitoring, preventive monitoring and overall support to projects in progress.

Following the assessment of project reports, a total of 1,149 annual grants were issued to current Tempus projects and 255 progress reports were assessed by the monitoring desks. Several hundred CARDS, Tacis and MEDA projects received support and advice.

ETF helped the European Commission to train around 200 project representatives from newly selected CARDS, Tacis and MEDA Joint European Projects at a meeting held in Rome in September 2003. Training materials were developed and made available on the web and Tempus contract management documentation developed in co-operation with the Commission.

Monitoring activities also included the financial assessment of projects, in particular the financial assessment of Statement of Expenditures (of both Annual and Financial Reports); the preparation of files for litigation; and the co-ordination of external auditing of projects.

2.5.5. IT developments

The main initiatives in the field of computer-supported technologies were the development of electronic application forms for Structural and Complementary Measures (SCM) and the subsequent extension and integration of SCM into the Tempus database (TDB).

The operation of the TDB was extended to enable the electronic assessment of Final Reports for Individual Mobility Grants.

A prototype Tempus Portal, an integral part of the ETF intranet Portal, was developed and launched in December 2003; this allows easy access to general and administrative information about the Tempus programme. The introduction of the portal is part of the overall knowledge management and sharing policy of ETF.

2.5.6. Information and publications

A new Tempus Guide for Applicants for the academic year 2003-2004 was produced in 13 languages and is available both as hard copies and electronically. Approximately 10,000 hard copies of this publication were printed and sent to the Tempus National Offices in the partner countries and Tempus National Contact Points in the EU Member States for further dissemination.

A study on the impact of Tempus in the context of the EU accession process in four future Member States (Hungary, Poland, Bulgaria and Romania) was completed and published on the Tempus website. The study addresses university reforms in management and teaching and the provision of support for institution building projects in these countries.

A new Tempus information leaflet was produced towards the end of 2003 and publication is planned for spring 2004.

A final external evaluation of the Tempus II and Tempus II (bis) phases and an interim evaluation of the Tempus III phase of the Programme were launched in 2002 and completed in 2003. The ETF Tempus Department helped the External Evaluation contractors by providing background technical and administrative information.

Approximately 3,000 individual requests for information and advice on aspects of the programme and its funding opportunities were received and dealt with by the ETF Tempus Department in 2003.

2.5.7. Special events

The ETF Tempus Department supported DG EAC in the organisation of a Joint National Tempus Office (NTO)/ National Contact Point (NCP) meeting in Brussels. The Tempus Department was also represented at the Tempus Committee Meeting organised by the Commission in February 2003. Tempus Department staff also supported the European Commission by preparing for and participating in a series of Tempus Information Days in the partner countries as well as in EU Member States.

Annex 7 sets out details of Tempus Phare and Tacis conventions, a tabular outline of Technical Assistance to the Tempus Programme 2003 and Tempus Grants during 2003.

3. CO-OPERATION WITH OTHER AGENCIES

ETF continues to work closely with other EU agencies on issues of common interest. In 2003 the Director attended the two meetings of heads of agencies to discuss issues of mutual concern such as governance, the position of agencies, the impact of the new Financial Regulation and the consequences of the new Staff Regulations for agency personnel.

ETF also plays an active role in the meetings of agency Heads of Administration and co-operates with other agencies on a wide number of issues. These include administrative and central services, information & communication strategies, site management and security, recruitment and computer and information technologies. ETF also participates in the Common Support Service Steering Committee which consists of member agencies and institutions which collaborate on the development of the SI2 budgetary and financial management system.

In 2003, representatives of several EU agencies visited ETF to study the finance, personnel and management systems and policies which are in place. The inaugural meeting of Agency Legal Officers took place in September and a meeting of agency IT managers was held in December; both meetings were held in Turin and will be

followed-up by exchanges of information between agencies. ETF also plays an active part in the meetings of agency Heads of Personnel and will be represented on the Commission working group to prepare the rules for implementing the new Staff Regulations in agencies.

ETF worked closely with Cedefop to develop an action plan, known as the “exit-entry” strategy to manage the transfer of the new Member States between the two organisations. The aim is to ensure that ETF resources, networks and know-how are passed to Cedefop and thus help the transition of the ten new Member States into Cedefop activities and networks from May 2004. Several common projects and seminars have been organised.

ETF also continues to co-operate closely with the European Agency for Reconstruction in the Former Yugoslav Republic of Macedonia, Serbia, Montenegro and Kosovo on CARDS Human Resource Development projects.

In 2003 an ETF staff member was seconded to the Ministry of Labour in Kosovo to work on institution building with a team of experts from the Danish Ministry of Foreign Affairs. The outcome of this exercise was a tri-partite agreement and plan to establish a National Skills Board.

4. FINANCIAL REPORT

4.1. Funding sources

ETF receives an annual subsidy from the European Community budget to cover administration and operational activities in the annual Work Programme. In 2003 this totalled €17.2 million, of which €14.7 million came from the DG External Relations (Relex) line and €2.5 million from the DG Enlargement line of the general budget of the European Commission.

ETF also continued to manage funds from the external assistance programmes of the European Community. In 2003, some €1.7 million was transferred to ETF under Commission conventions for the management of vocational education and training projects under the Phare/CARDS and Tacis programmes. The volume of such activities is in decline; residual amounts only will remain to be managed in 2004.

ETF also provides technical assistance to the European Commission for the Tempus programme. In 2003 ETF managed around €3.4 million in Tempus Phare, Tempus Meda and Tempus Tacis *programme* funds. At the same time the Tempus *project* funds managed were around €91.1 million for Phare/Cards, €0.5 million for Meda and € 81.5 million for Tacis.

4.2. Budget execution

The ETF executed the 2003 budget as planned thanks to further investment in budget planning, monitoring and the introduction of new financial circuits and internal controls. At the same time, ETF reduced amounts carried forward by about 50%, largely through the efforts of managers and staff. A comprehensive table of activity-based budgeting for budgetary and non-budgetary resources 2003 can be found in at Annex 4.

Procurement processes and relationships with suppliers and service providers (for example the Centre de Traduction, experts, framework contractors, National Observatories) have been revised and streamlined.

The details of most relevant transfers during 2003 are as follows:

- €101,425.80 from Chapter 31 (Work Programme activities) was transferred to Chapter 30 (Operational expenses) to cover costs of the main ETF event of the year which included the November meetings of the Governing Board and the Advisory Forum and the international “Learning Matters” conference.
- €27,800 was transferred from Chapter 24 (Post and telecommunications) mainly to Chapter 25 (Meetings and associated costs) for the same purposes as above and to Chapter 20 (Investments in immovable property);

The table below shows the state of execution of the budget at 31 December 2003. Note that the figures do not include de-commitments and “regularisations” which are carried out in January 2004 for the preparation of the annual accounts 2003.

2003	Budget A	Committed B	Paid C	Automatic carry-over D	Total expenses E=C+D	% F=E/A
Title 1	11,239,000	11,137,693	10,769,161	333,506	11,102,667	98.8
Title 2	1,421,000	1,387,273	1,074,719	310,433	1,385,152	97.5
Title 3	4,540,000	4,507,000	3,396,360	944,338	4,340,698	95.6
TOTAL	17,200,000	17,032,959	15,240,239	1,588,277	16,828,517	97.8

4.3. Return on investment

ETF is required by Commission services to provide an annual statement of return on investment in the ETF; this can be found in Annex 3.

4.4. Procurement

Procurement at the ETF is managed centrally by its Legal Service. During 2003, 53 calls for tender and 2 calls for expressions of interest were managed. The number of contracts processed fell from 113 in 2002 to 95 in 2003, due mainly to the use of framework contracts.

The ETF Advisory Committee on Procurement and Contracts (ACPC) met eight times in 2003 to discuss a total of 11 reports and 10 information sheets.

4.5. Financial and management systems

Following the adoption of the new Financial Regulation and the introduction of new financial circuits, ETF revised workflows and adapted operational systems to respond to the new requirements. The financial and budgetary systems now guarantee better tracking of operations and on-line access to most of the relevant financial information and supporting documentation. The re-design of financial circuits and the improved

operation and links between systems ensure greater financial discipline, transparency, effectiveness and compliance with the rules.

ETF has continuously improved its decision-making support systems by providing reports to management and by integrating budget monitoring systems with the planning and implementation of Work Programme activity. A Finance Manual has been developed and is available on-line to all ETF staff.

4.6. Director's report on internal controls and results of ex-post verifications

Annex 5 sets out the report by the Director ETF about internal controls and the results of ex-post verifications.

5. PERSONNEL

At the end of 2003 ETF employed 99 Temporary Agents. Details of the grading and nationality of staff are set out below.

5.1. Staffing chart

5.1.1. Temporary agents

5.1.2. Table A: Number of temporary agents in post on 31 December 2003 (by category and nationality)

Nationality/Category	A	B	C	Total
Austria	2	1	-	3
Belgium	3	7	2	12
Denmark	3	-	-	3
Finland	2	1	-	3
France	5	3	1	9
Germany	7	1	2	10
Greece	2	-	-	2
Ireland	1	2	-	3
Italy	8	12	3	23
Luxembourg	-	-	1	1
Netherlands	6	2	-	8
Poland	-	1	-	1
Portugal	1	-	1	2
Romania	-	1	-	1
Spain	3	-	-	3
Sweden	1	-	1	2
United Kingdom	8	4	1	13
TOTAL	52	35	12	99⁵
Posts authorised in the Establishment Plan 2003	52	38	14	104

⁵ As a consequence of a number of vacancies within ETF, the number of staff in post on 31 December was 99, although the establishment plan permits 104. Recruitment procedures for these vacant posts are underway.

5.1.3. *Table B: Change in temporary agent staffing profile during 2003*

Grade	Situation on 31/12/2002	Departed	Recruited	Internal movements	Situation on 31/12/2003
A	45	-3	+9	+1	52
B	36	-6	+6	-1	35
C	13	-1	-	-	12
TOTAL	94	-10	+15	-	99

5.1.4. *Table C: Overview of recruitment activities for temporary agents in 2003*

	Number of procedures	Number of applications received	Number of candidates interviewed
Recruitments launched in 2002 and finalised in 2003	8	558	51
Recruitments launched and finalised in 2003	10	1,847	54
TOTAL	18	2,405	105

5.1.5. *Table D: Number/type of other staff employed in the ETF end 2003*

Local agents	9
National Experts on secondment	8
Auxiliary Agents	7

Note that the ETF organisation chart is at Annex 2

5.2. Personnel initiatives

In 2003 ETF:

- adopted its internal training policy, including the establishment of a network of training co-ordinators based in each Department and Unit;
- implemented the annual training plan for ETF staff. This included the launch of a management development programme to provide group training and individual coaching to ETF managers in the area of human resource management and development;
- established within the Personnel Unit the new post of Human Resources Development Officer, filled through external recruitment;
- implemented the annual Performance Appraisal System for ETF staff, based on individual objectives agreed between the jobholder and the reporting officer, including individual competences and training needs;
- implemented the annual promotion exercise for ETF staff;
- ensured full compliance with EU Directives and Italian national laws in the area of health and safety at the workplace.

6. GOVERNING BOARD AND ADVISORY FORUM

6.1. Governing Board

The ETF Governing Board met on 17 June and 3 November 2003. Observers from the acceding and candidate countries attended both meetings.

At the meeting of 17 June the ETF Governing Board:

- noted the ETF Action Plan which responds to the Commission Communication (COM (2003) 287) on the external evaluation of the ETF;
- discussed the Advisory Forum conference “Learning Matters” due to take place in Turin in November 2003;
- noted the ETF “Review of candidate country vocational training systems and lessons learned from 13 years of reform”;
- noted the draft vacancy notice and the proposed recruitment process for the post of Director ETF.

At the meeting of 3 November the ETF Governing Board:

- agreed the ETF/Cedefop exit-entry strategies to prepare for European Union Enlargement;
- agreed future arrangements for the development of the ETF Governing Board;
- discussed proposed arrangements for the development of the ETF Advisory Forum and asked for further information to be provided to the Governing Board at its next meeting;
- agreed the ETF Work Programme 2004;
- agreed the ETF Budget 2004, subject to subsequent agreement by the budgetary authority;
- agreed the ETF medium-term perspective 2004-2006 on the main development lines and resource framework for staff and budget;
- agreed the ETF Preliminary Draft Budget 2005;
- discussed the procedures for the appointment of the next Director ETF;
- noted the new ETF website, in particular the direct access to the database of Governing Board papers which is now available to members.

6.2. Advisory Forum

The principal function of the Advisory Forum is to deliver an opinion to the Governing Board on the ETF draft Work Programme for the following year. Advisory Forum members are assigned to three Regional Groups that represent the Candidate

countries and South Eastern Europe; Eastern Europe and Central Asia; and the Mediterranean partners.

In 2003 a plenary meeting of the Advisory Forum took place in Turin within the context of a three-day international conference “Learning Matters” organised by ETF.

Over 250 policy-makers and experts from more than 55 countries gathered to discuss reforms in vocational training systems and sharing experience from the past to inform the future. Delegates agreed a declaration calling for assistance to EU neighbouring countries for the reform and development of their vocational education and training systems.

Further information about this conference can be found on the ETF website: www.etf.eu.int.

ANNEX 1: Commission requests

MEDA - COMMISSION REQUESTS IN 2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
11/12/2003	11/12/2003	DG EAC		Other: Other	Attendance at an experts' meeting in Brussels on 11/12/2003 on "Stratégie de valorisation du programme de Leonardo da Vinci"	11/12/2003
16/10/2003	31/05/2004	DG ENLARG	EG, IL, JO, MA, TN	Other: Policy Advice	Information, inventory and definition of benchmarks and targets in VET as a contribution to the individual country strategic action plans in the framework of "Wider Europe" policy	
01/09/2003	31/12/2003	AIDCO		PCP: Implementation	Comments on concepts of regional programme MEDA 'ETE'	31/12/2003
08/08/2003	31/10/2003	AIDCO	JO	Other: Other	Identification of existing bibliographic reference in relation to VET role in HRD to support local development	23/10/03
08/08/2003	31/12/2003	AIDCO	JO,	Other: Other	Study on VET role in HRD at local level	
05/06/2003	31/10/2003	EC Delegation, AIDCO	YE	Other: Other	Advice on SPAVT project.	31/10/2003
05/06/2003	31/10/2003	AIDCO	YE	Other: Other	TVET sector development strategy: framework drafted Regional consultations in Yemen on key issues	31/10/2003
02/05/2003	31/10/2003	AIDCO	SY	PCP: Identification	Post-Identification phase, participative workshop in framework of ETF support to EC for definition of TVET project Syria NIP 2004: 1.5 days (June 2003)	10/06/2003
02/05/2003	31/12/2003	AIDCO	SY	PCP: Appraisal	Phase d'Instruction d'un projet de formation professionnelle et emploi en Syrie en 2003	31/12/2003
02/05/2003	31/12/2003	AIDCO	SY	PCP: Appraisal	Final participatory validation workshop in framework of ETF support to EC for identification of TVET project Syria NIP 2004: 3 days, December 2003.	08/12/2003
22/04/2003	30/11/2003	DG EAC	DZ, EG, IL, JO, LB, MA, PS, SY, TN	Other: Policy Advice	Preparation of discussions documents, organisational support, participation in the scientific steering committee in support of the preparation of a Regional Conference for Med partner by DG EAC (Nov. 2003)	31/12/2003
08/04/2003	10/04/2003	AIDCO	Trinidad and Tobago	PCP: Identification	Provide name of competent companies to participate in a tender for an identification study	10/04/2003
06/03/2003	31/03/2004	EC Delegation	EG	Other: Other	Preparation of ToR for Project Management Unit (PMU)	09/11/2003
24/02/2003	14/03/2003	DG EAC	EG	Other: Policy Development	Synthesis note to contribute to the reflexion process initiated by Com. Patten on Knowledge Society in Egypt.	14/03/2003
14/02/2003	28/02/2003	EC Delegation	EG	PCP: Appraisal	To present the EC TVET project to the Egyptian beneficiaries and counterparts; To assist EC Delegation and AIDCO in finalising the	28/02/2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
					Project Documentation.	
01/01/2003	31/10/2003	EC Delegation	MA	Other: Other	Appui d'ETF au démarrage du projet FP MEDA II Maroc : Mission court terme experts ETF; Plan opérationnel provisoire (2e draft finalisé en juillet 2003); ToR UAP; ToR expert Directeur UAP; ToR 3 études; ToR Visibilité; ToR monitoring.	31/10/2003
01/01/2003	01/06/2003	AIDCO	TN	PCP: Programming	Rapport descriptif et analytique sur la situation actuelle de la formation professionnelle en Tunisie et sa relation à l'emploi.	31/05/2003
01/01/2003	31/10/2003	AIDCO	EG	PCP: Programming	Report of VET in the Egypt labour market perspective.	
01/01/2003	30/11/2003	AIDCO	DZ, EG, IL, JO, LB, MA, PS, SY, TN	PCP: Identification	Presentation of 'Observatory capacity' analysis during EC 'Education and Training for Employment' MEDA regional project preparatory seminars.	30/11/2003
20/11/2002		DG DEV	Botswana	Other: Overview of TVET reform strategy adapted to different environment	None. Clearance from EAC not received	
30/10/2002	31/10/2003	AIDCO	YE	PCP: Programming	Preparation of VET system Overview	31/10/2003
21/09/2002		AIDCO	SY	PCP: Identification, Appraisal, Financing	Provision of studies to the EC for the instruction of a MEDA project "Modernisation of Vocational Education and Training and Employment". Presentation to the MED Committee expected late 2003/ early 2004	29/01/2004
17/07/2002	31/12/2003	DG RELEX	TN	Other: Technical support to EC in the political dialogue on VET/LM policies	Support to the Association Agreement related dialogue on Employment issues organised by EC: Preparatory analysis delivered, technical participation in EC missions.	31/12/2003
14/05/2002		DG EAC	DZ, EG, IL, JO, LB, MA, PS, SY, TN	PCP: Dissemination	LDV examples integrated in ETF actions to contribute to the dissemination of LDV products. (Ongoing)	
27/07/2001	30/06/2004	DG RELEX	IL	Other: Support to the Association Agreement.	E-Learning report and dissemination seminar, in view to contribute to EU-Israel cooperation as part of association agreement implementation	
22/02/2000	31/12/2003	EC Delegation	SY	Other: Test phase for reform introduction in VET system.	Apprenticeship modalities introduced on a pilot basis in Syrian VET system	31/12/2003

ENLARGEMENT – COMMISSION REQUESTS 2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
27/01/2004	29/01/2004	DG ENLARG	RO	PCP: Programming	Specific questions on the best approach for different Phare programmes 2004-2006 as part of PPD	29/01/2004
09/01/2004	19/01/2004	DG ENLARG	RO	PCP: Programming	Comments on the Phare Programming Document for Economic	19/01/2004

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
					and Social Cohesion 2004-2006	
08/01/2004	09/01/2004	EC Delegation	RO	PCP: Financing	Last review application forms for HRD 2002 grant scheme	13/01/2004
03/12/2003	10/12/2003	DG EAC	PL	PCP: Appraisal	Second round comments in the frame of Interservice consultation on Polish Sectoral HRD Programme for ESF	10/12/2003
26/10/2003	31/03/2004	DG EAC	10 ACC + BG, CY, MT, RO, TR	Other: Progress report	Progress report on implementation Copenhagen/Lisbon objectives in FMS	
20/10/2003	23/10/2003	DG ENLARG	RO	PCP: Financing	Request for final comments on CVT Twinning convention.	20/10/2003
20/10/2003	24/10/2003	DG ENLARG	RO	PCP: Appraisal	Comment on preliminary project fiches to be finalised by 24/10/03	24/10/2003
16/10/2003	30/11/2003	EC Delegation	BG	PCP: Monitoring	Bulgarian Monograph on VET and Employment Services for EC Del as Monitoring tool for Phare projects and input for programming	15/01/2004
15/10/2003	14/11/2003	DG ENLARG	TR	PCP: Programming, Identification	Report	30/11/2003
14/10/2003	20/10/2003	EC Delegation	RO	PCP: Programming	Comments on the National Development Plan 2004 -06	22/10/2003
02/10/2003	15/04/2005	EC Delegation	RO	PCP: Evaluation	Evaluation and seminar following the ex post evaluation of Phare 2000 scheme (Projects completed in 2004).	
17/09/2003	22/09/2003	EC Delegation	RO	PCP: Financing	Comments on the application form, comparison with fiche, Phare standard application form and recommendation of the Phare HRD Seminar in January	22/09/2003
10/09/2003	31/03/2004	DG ENLARG	BG	PCP: Programming	Written input and participation in programming mission Phare 2004	
01/09/2003	28/07/2006	EC Delegation	RO	PCP: Appraisal	Assist project design, tender evaluation and content monitoring Institution Building and social Cohesion TVET (Phare 2003)	
28/08/2003	05/09/2003	EC Delegation	RO	PCP: Monitoring	Participation in WG meeting on HRD in framework of IB for ESC, 5 September, Evaluation of Supplementary Report	05/09/2003
01/08/2003	22/08/2003	DG EAC		Other: Policy Advice	Comments on the Report on the performance and progress of education and training systems in Europe (Standing Group on Indicators and Benchmarks)	22/08/2003
28/07/2003	02/08/2003	DG ENLARG	RO	Other: Comments on RR Chapter 18 contribution of CEC	Edited and amended RR text	28/07/2003
10/07/2003	31/07/2003	DG EAC		Other: Other	Comments on the Interim Report of Working Group H as part of ETF input in the Objectives process	29/07/2003
10/07/2003	30/09/2007	EC Delegation	TR	PCP: Implementation, Monitoring, Policy Advice	Monitoring reports within the context of the EU MEDA Programme for Support to Basic Education	16/09/2007
07/07/2003	31/05/2004	EC Delegation	BG	PCP: Implementation	ETF Peer review and Institution Building project on Continuing Vocational Training to feed into implementation of Phare 2003 and	

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
					2004 projects	
03/07/2003	25/07/2003	DG ENLARG	RO	Other:	Contributions to the agenda Sub committee 5 meeting on education	25/07/2003
01/07/2003	14/07/2003	DG ENLARG	RO	PCP: Evaluation	Analysis and Comments on the Government contribution for the RR 2003 on education and employment	21/07/2003
30/06/2003	01/07/2003	DG EAC	RO	PCP: Financing	Comments on the CVT Twinning Training Covenant RO 02/IB/SO/03	01/07/2003
30/06/2003	09/07/2003	DG EMP	PL	PCP: Programming	ETF participation in ad hoc Working Group on Quality in Education for the SOP HRD 2004-2006	09/07/2003
27/06/2003	12/09/2003	EC Delegation	RO	PCP: Financing	Revised Terms of Reference, detailed comments and LogFrame for Phare 2002 IB project for Economic and Social Cohesion - TVET	30/09/2003
18/06/2003	11/07/2003	DG EMP	PL	PCP: Monitoring	Participation in JAP follow-up meeting with DG EMPL	11/07/2003
13/06/2003	16/06/2003	Other - European Parliament	PL	PCP: Evaluation	ETF Review of Progress in VET Reform, Phare project fiche CVT	13/06/2003
10/06/2003	16/07/2003	DG EAC	BG, CY, EE, HU, LV, LT, MT, PL, RO, SLO, TR	PCP: Monitoring	13 country analyses on reactions to LLL questionnaire and a cross-country analysis on LLL progress 2001-2003	18/07/2003
10/06/2003	18/07/2003	DG EAC	RO	PCP: Evaluation	Analysis of RO LLL Report	18/07/2003
04/06/2003	04/06/2003	EC Delegation	RO	PCP: Identification	ETF Comments on CVT Twinning Covenant IB ESC Phare 2002	04/06/2003
04/06/2003	10/06/2003	DG EAC	SK	PCP: Programming	Analysis of Single Programming Document	10/06/2003
04/06/2003	10/06/2003	DG EAC	CZ	PCP: Programming	Analysis of Single Programming Document	06/06/2003
27/05/2003	15/06/2003	EC Delegation	RO	Other:	Comments, Regular Report text on Education	
22/05/2003	26/05/2003	EC Delegation	RO	Other:	Comments on matrix of WB with conditionalities on Adjustment Loan	23/05/2003
22/05/2003	23/06/2003	EC Delegation	RO	PCP: Implementation	Comments and Summary of Inception Report RO 0801-01 Phare IB ESC TVET 2001	23/06/2003
15/05/2003	14/07/2003	EC Delegation	RO	PCP: Appraisal	Contribution to the ToRs for the Phare 2002 TVET project Part I, Part III, Part VI	01/09/2003
05/05/2003	05/05/2003	Other - ECOSOC	Estonia	PCP: Evaluation	Review of Progress in VET Reform	05/05/2003
24/04/2003	04/04/2003	DG ENLARG	RO	PCP: Identification	Comments and Checklist Phare project fiche IB MoLSS 2003	04/04/2003
10/04/2003	30/06/2003	DG ENLARG	RO	PCP: Evaluation	VET Progress Report Romania, input into the Commissions Regular Report of 2003 on Romania	03/07/2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
03/04/2003	07/04/2003	DG EAC	CZ	Other:	Briefing note Mr Dibelius for LLL conference in CR	04/04/2003
31/03/2003	31/03/2003	DG EMP	PL	PCP: Evaluation	Discussion on Country Monograph and country fiche on ESF needs	31/03/2003
28/03/2003	04/04/2003	DG ENLARG	RO	PCP: Identification	Comments on INV fiches MoLSS	07/04/2003
24/03/2003	04/04/2003	DG ENLARG	RO	PCP: Identification	Comments and Checklist fiche on Phare Project fiche IB NAE 2003	04/04/2003
24/03/2003	07/04/2003	DG ENLARG	RO	PCP: Identification	Comments and Comment fiche on Phare project fiche IB ESC TVET 2003	04/04/2003
20/03/2003	28/03/2003	DG EAC	PL	PCP: Programming	First round comments on Polish Sectoral Operational Programme HRD, Interservice consultation	28/03/2003
07/03/2003	13/03/2003	DG EAC	PL	PCP: Programming	Comments PHARE National Programme 2003 Poland	12/03/2003
03/03/2003	07/03/2003	DG EAC	H	Other:	Briefing on Hungarian LLL for Mr Chanterie	07/03/2003
03/03/2003	07/03/2003	DG EAC	H	Other:	Comment on Phare project fiches	07/03/2003
03/03/2003	10/03/2003	EC Delegation	RO	PCP: Appraisal	Comments on New Project for Phare IB ESC 2002, adapted after JAP an NAPE	05/03/2003
03/03/2003	28/10/2005	EC Delegation	RO	PCP: Appraisal	Assist project design, tender evaluation and content monitoring Institution Building nad Social Cohesion TVET (Phare 2002)	
12/02/2003	25/03/2003	DG EMP	RO	Other:	Presentation and Draft Executive Seminar monograph	25/03/2003
03/02/2003	30/09/2005	EC Delegation	RO	PCP: Appraisal	Phare 2002 HRD grant scheme-assist project design, tender evaluation and content monitoring	
23/01/2003	23/01/2003	DG EAC	EE	PCP: Programming	Discussion on Comments to PHARE 2003 PF	23/01/2003
07/01/2003	30/12/2004	EC Delegation	RO	PCP: Appraisal	Content monitoring Institution Building and Social Cohesion TVET (Phare 2001)	
06/01/2003	13/01/2003	DG EAC	EE	PCP: Programming	Comments on PHARE 2003 project fiche on VET Grant Scheme	13/01/2003
16/12/2002	04/06/2003	EC Delegation	RO	PCP: Evaluation	Seminar on 1998, 2000 and 2002 HRD schemes following HRD 1998 evaluation, Recommendations	28/01/2003
18/11/2002	30/06/2003	DG ENLARG	BG, RO, TR	PCP: Programming	HRD Progress reviews as input to regular reports on BG, RO, TR	16/07/2003
04/10/2002	01/03/2003	DG EMP	CY, CZ, EE, HU, LT, MT, PL, SK, SLO	PCP: Identification	Finalising country fiches with estimates for ESF investments drafted for DG EMPL	03/03/2003
04/02/2002	30/12/2005	EC Delegation	TR	PCP: Implementation	Active Labour Market strategy. Project design and content monitoring	
07/01/2002	29/09/2006	EC Delegation	TR	PCP: Implementation	Modernising VET. Project design and content monitoring	
07/01/2002	28/09/2007	EC Delegation	TR	PCP: Implementation	Strengthening VET. Project design and content monitoring	

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
08/01/2001	29/07/2005	EC Delegation	BG	PCP: Implementation	Assist content monitoring in Social Cohesion Context	

WESTERN BALKANS – COMMISSION REQUESTS 2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product Delivered	Actual End Date
18/11/2003	21/01/2004	EC Delegation	ALB	PCP: Appraisal	Participation to the evaluation panel of the VET CARDS 2002 Programme	21/01/2003
07/11/2003	12/11/2003	DG RELEX	CRO	Other: Other	Opinion by EC on Accession Questionnaire Croatia: Input on Chapter 18 Education	10/11/2003
16/10/2003	20/10/2003	EC Delegation	CRO	Other: Policy Advice	EC Accession Questionnaire: Comments on correctness of information on Education (chapter 18)	20/10/2003
14/10/2003	17/10/2003	EC Delegation	CRO	PCP: Programming	CARDS 2004 Continuation of Local Partnership project: Comments on Project Fiche	14/10/2003
06/10/2003	17/10/2003	EC Delegation	CRO	PCP: Programming	CARDS 2003 Decentralisation & Reorganisation of Croatian Employment Service project: Comments on ToR for consultant to draft ToR for CARDS project	14/10/2003
03/10/2003	31/03/2004	EC Delegation	BIH	PCP: Dissemination	Results of Peer Review on CVT to be disseminated in 5 regions in BIH	
22/09/2003	01/10/2003	EC Delegation	BIH	PCP: Programming	Participation in CARDS 2004 Programming Workshop in BIH together with DG Relex and Aidco	01/10/2003
25/08/2003	31/10/2003	EC Delegation	CRO	PCP: Programming	CARDS 2002 Local Partnership project. Drafting of ToR.	14/10/2003
25/08/2003	31/10/2003	EC Delegation	CRO	PCP: Programming	CARDS 2002 VET-Modernisation & Institution-Building (MIB) project. Comments on draft ToR.	31/10/2003
28/07/2003	29/08/2003	DG RELEX	All Western Balkan countries	PCP: Programming	Comments on TORs for strategic study concerning the impact of enlargement to WBAs to be launched by Relex	29/08/2003
10/07/2003	31/07/2003	EC Delegation	BIH	Other: Policy Advice	Information material on relation between VET and general secondary education in the EU and Future Member States	31/07/2003
08/07/2003	30/09/2003	DG RELEX	All South Eastern Europe countries	PCP: Dissemination	Launch of quarterly newsletter on ETF activities in SEE	06/10/2003
07/07/2003	24/11/2003	EAR	Serbia & Montenegro	PCP: Identification	Organisation of a project design workshop with local stakeholders for CARDS 2004	24/11/2003
02/07/2003	31/10/2003	DG RELEX	ALB, BIH, CRO, Serbia & Montenegro, Kosovo, MK	PCP: Programming	Contributions to Multiannual Indicative Programmes 2005-06	31/01/2004

Request Date	Expected End Date	Requestor	Target Country	Category	Product Delivered	Actual End Date
28/06/2003	01/12/2004	EC Delegation	Croatia	PCP: Implementation	CARDS 2001 Labour Market Restructuring project. Content monitoring.	
13/06/2003	14/07/2003	DG EAC	ALB, Kosovo	Other:	Request from DGEAC & Mr Dibelius to provide input to draft resolution for Regional LLL week in FYROM in October	14/07/2003
12/06/2003	31/07/2005	EAR	Serbia	PCP: Identification, Monitoring	Study on labour market in Serbia and TORs for CARDS VET 2004	
02/06/2003	30/06/2004	EAR	MK	PCP: Programming	VET Reform (Phase III). Project design and content monitoring	
01/06/2003	30/06/2006	EAR	MK	PCP: Programming	VET and Employment (2nd project). Project design and content monitoring	
04/05/2003	31/05/2006	EC Delegation	BIH	PCP: Programming	Follow-up VET. Project design and content monitoring CARDS 2004	
16/04/2003	27/01/2006	EAR	Serbia & Montenegro	PCP: Programming	Follow-up VET programme Montenegro. Project design and content monitoring	
07/04/2003	11/04/2003	DG EAC	ALB	PCP: Programming	Comments on Albania AP 2003	11/04/2003
01/04/2003	01/12/2004	EC Delegation	CRO	PCP: Implementation	CARDS 2001 VET Project. Content monitoring.	
24/03/2003	28/03/2003	AIDCO		Other:	Info on EU projects CARDS, Tacis	03/04/2003
10/03/2003	14/03/2003	DG RELEX	ALB, BIH, CRO, Kosovo, MK, SCG	Other:	Briefing note Mr Peretti on HRD activities in WBA	14/03/2003
04/02/2003	03/10/2003	EC Delegation	BIH	PCP: Identification	Draft Peer Review on Continuing Vocational Training (as input into programming 2004 and VET framework)	03/10/2003
20/01/2003	24/03/2003	EC Delegation	CRO	PCP: Implementation	CARDS 2001 Labour Market Restructuring project. Tender evaluation.	23/03/2003
08/01/2003	28/01/2005	EAR	Serbia	PCP: Appraisal	CARDS 2003 VET Reform Serbia. project design and content monitoring	
08/01/2003	28/01/2005	EC Delegation	ALB	PCP: Identification	Support to vocational education and training reform. Project design and content monitoring. Support to Public Procurement. Project Design support to training Cards 2002	
02/12/2002	30/12/2004	EAR	MK	PCP: Appraisal	Institution Building for Employment Policy Reform. Project design and content monitoring	
02/12/2002	30/12/2004	EAR	MK	PCP: Appraisal	Fund for Human Development in Enterprises. Project design and content monitoring	
01/10/2002	30/09/2005	EAR	Kosovo	PCP: Appraisal	HRD for Unemployed. project design and content monitoring	
01/07/2002	30/12/2003	EAR	Kosovo	PCP: Appraisal	Occupational classification. Project design and content monitoring	30/09/2003
31/05/2002	27/01/2006	EAR	Serbia & Montenegro	PCP: Identification	CARDS 2003 VET&LM in Serbia. Project design and content monitoring	

Request Date	Expected End Date	Requestor	Target Country	Category	Product Delivered	Actual End Date
04/03/2002	27/02/2004	AIDCO	MK	PCP: Implementation	EAR/AIDCO. Phare 1997. VET Reform (Phase II). Project design and contents monitoring.	
09/01/2001	30/04/2004	EC Delegation	BIH	PCP: Implementation	VET Reform. Project design, evaluation and content monitoring. CARDS 2001	

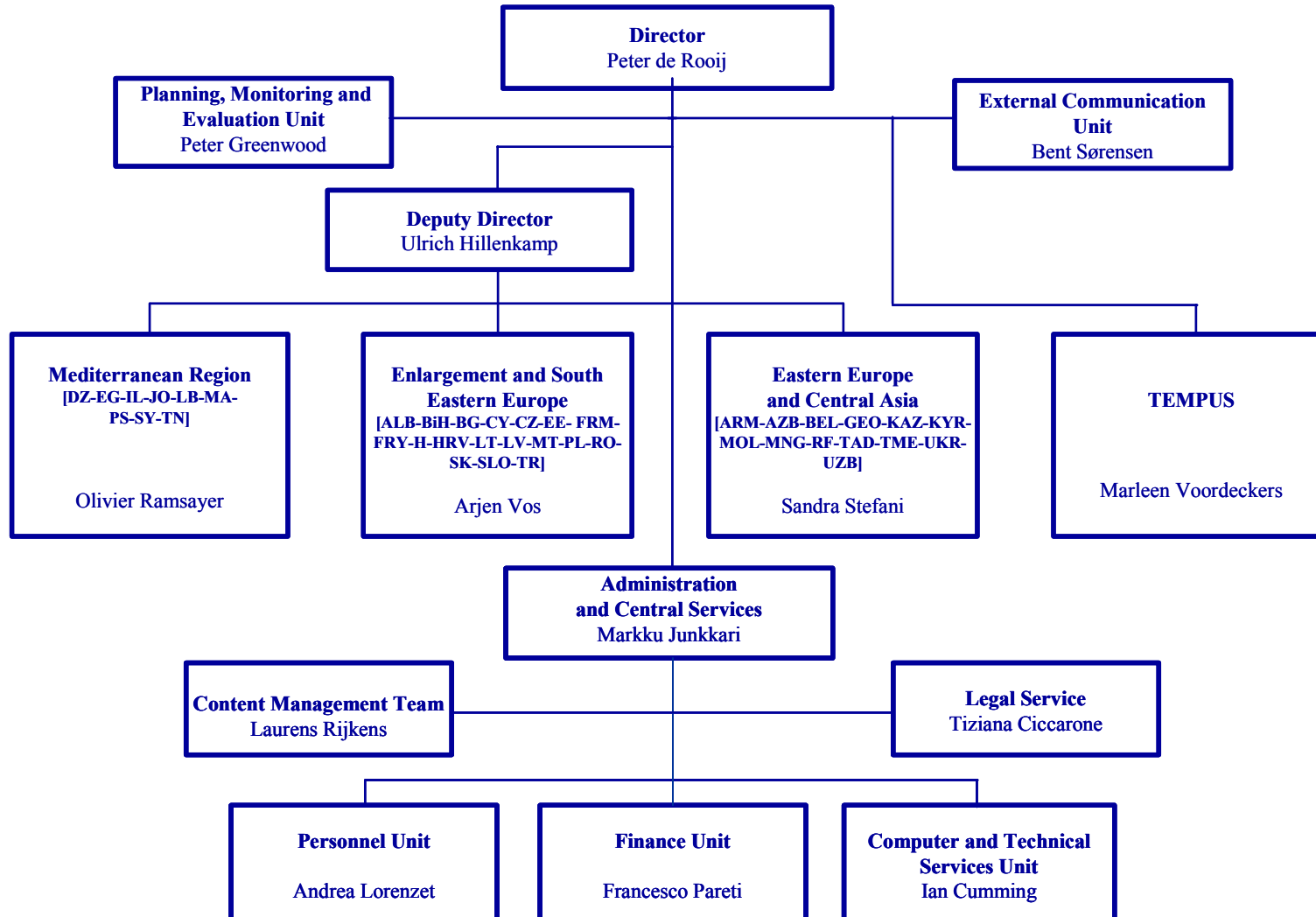
NEW INDEPENDENT STATES - COMMISSION REQUESTS 2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
11/12/2003	12/12/2003	AIDCO	RF	PCP: Programming	Project fiche on qualification framework development	12/12/2003
24/11/2003	31/03/2004	EC Delegation	RF	PCP: Identification	Terms of Reference for Tacis funded project "Strengthening and developing Business and Administrative Education in Kaliningrad region"	31/03/2004
21/11/2003	21/11/2003	AIDCO	MNG	PCP: Programming	Design project concept for Mongolia	21/11/2003
18/11/2003	18/11/2003	EC Delegation	TAD	PCP: Identification	Comments on Terms of Reference of "Support to set up a structure to provide advice to farmers and other rural workers in the Khatlon Region of Tajikistan"	18/11/2003
15/11/2003	15/12/2003	EC Delegation	UKR	PCP: Programming	Project fiche for 2004 Tacis AP	05/12/2003
13/11/2003	13/11/2003	EC Delegation	TAD	PCP: Identification	3rd series of comments on the strategy document for poverty alleviation in the Khatlon region	13/11/2003
04/11/2003	04/11/2003	EC Delegation	TAD	PCP: Identification	2nd series of comments on the strategy document for poverty alleviation in the Khatlon region	04/11/2003
30/10/2003	29/02/2004	EC Delegation	KYR	PCP: Identification	ToR Tacis AP 2003-Kyrgyzstan- "Development of an Employment Policy in the Kyrgyz Republic"	27/01/2004
17/10/2003	31/03/2004	EC Delegation	UKR	PCP: Appraisal	Terms of Reference " Development of the system of continuing education at the workplace"	
16/10/2003	20/10/2003	EC Delegation	RF	PCP: Programming	Project fiche of Tacis funded project on Career Guidance and Counselling (AP2004)	20/10/2003
16/10/2003	28/11/2003	EC Delegation	RF	PCP: Programming	Comments on project fiche of Tacis funded project VET and labour market	28/11/2003
16/10/2003	31/05/2004	DG ENLARG	BR, MOL, RF, UKR	Other: Policy Advice	Information, inventory and definition of benchmarks and targets in VET as a contribution to the individual country strategic action plans in the framework of "Wider Europe" policy	
11/10/2003	13/10/2003	EC Delegation	KAZ, KYR	PCP: Programming	2 project fiches on Kazakhstan and Kyrgyzstan (AP 2004)	13/10/2003
08/10/2003	09/10/2003	AIDCO	All	Other:	Request for overview of ETF involvement in Tacis projects 1993-2006	09/10/2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
21/07/2003	30/07/2003	EC Delegation	KAZ	PCP: Programming	Fiche - Kazakhstan vocational guidance	28/07/2003
17/07/2003	30/09/2003	AIDCO	All	Other: country knowledge	Country briefings for all Tacis countries, including information on education and VET system, donor activities & reform priorities	23/09/2003
27/05/2003	13/06/2003	AIDCO	UZB	PCP: Appraisal	Invitation to evaluation of Tender Europeaid/112349/C/SV/UZ-Development of Employment Opportunities in Uzbekistan	12/06/2003
15/04/2003	16/04/2003	DG EAC	ARM	PCP: Programming	Comments on Armenia IP 2004-06	16/04/2003
04/04/2003	12/04/2003	AIDCO		PCP: Financing	List of Tacis projects managed by ETF since 1996 with budgets	07/04/2003
03/04/2003	22/04/2003	EC Delegation	UKR	PCP: Programming	Comments on project fiche 'Development of the system of continuing education at the workplace' AP 2003	22/04/2003
02/04/2003	30/04/2004	AIDCO	ARM	PCP: Programming	Comments on Armenia IP 2004-06	08/04/2003
27/03/2003	30/06/2003	EC Delegation	TAD	PCP: Identification	Participation to expert team for ToRs of " Improving Living Standards in Khatlon region" (Track III Poverty Alleviation)	31/07/2003
27/03/2003	30/05/2004	EC Delegation	TAD	PCP: Appraisal	Participation to tender evaluation of " Linking VET System yo the Labour Market"	
27/03/2003	30/06/2004	EC Delegation	KAZ	PCP: Identification	Comments on ToRs drafted by external expert for " Quality Assurance System for Higher Education in Kazakhstan"	
27/03/2003	30/06/2004	EC Delegation	KYR	PCP: Identification	Terms of Reference for "Support to the Development of an Employment Policy in Kyrgyzstan"	
27/03/2003	31/12/2005	EC Delegation	KAZ	PCP: Monitoring	Content Monitoring "VET Linked to the development of SMEs"	21/11/2003
27/03/2003	30/09/2006	EC Delegation	TAD	PCP: Monitoring	Content monitoring of the project "Linking VET System to the Labour Market"	
24/03/2003	28/03/2003	AIDCO	ARM, KAZ, KYR, MOL, RF, TAD, UKR, UZB	Other:	Input to work of thematic sub-group of AIDCO A3 on training and employment. 10 project fiches of past Tacis projects in the field of VET.	28/03/2003
19/03/2003	30/06/2005	EC Delegation	UKR	PCP: Monitoring	Content Monitoring "Ukrainian Initiative-Management training" (to be confirmed)	
18/03/2003	19/03/2003	EC Delegation	KAZ	PCP: Programming	Logframe of project "Quality insurance in education in Kazakhstan"	19/03/2003
18/03/2003	19/03/2003	EC Delegation	KYR	PCP: Programming	Logframe of project "Employment policy in Kyrgyzstan"	19/03/2003
05/03/2003	06/03/2003	DG EAC	UKR	PCP: Programming	Comments on Indicative Programme 2004-06	06/03/2003
03/02/2003	03/02/2003	DG RELEX	UKR	PCP: Programming	Input to Indicative Programme 2004-06	03/02/2003
28/01/2003	31/05/2003	EC Delegation	TAD	PCP: Identification	ToR "Linking the VET system to labour market in Tajikistan"	28/02/2003
27/01/2003	07/02/2003	EC Delegation	UKR	PCP: Appraisal	Participation in tender evaluation of "Ukrainian Initiative Management Training "	07/02/2003

Request Date	Expected End Date	Requestor	Target Country	Category	Product	Actual End Date
27/01/2003	30/04/2003	AIDCO	UZB	PCP: Identification	ToR "Social Partnership in Education and Training"	04/04/2003
20/11/2002	17/02/2003	AIDCO	RF	PCP: Identification	Comments on ToR for "Training for the Central Bank of Russia" (two requests in November 2002 and February 2003)	17/02/2003
14/11/2002	15/03/2003	EC Delegation	RF	PCP: Identification	ToR "Children and Youth at Risk"	15/04/2003
04/11/2002	30/09/2003	DG RELEX	UKR	PCP: Programming	Feasibility study on vocational training and labour market reform for AP 2004	09/10/2003
04/11/2002	30/10/2003	DG RELEX	MOL	PCP: Programming	Feasibility study on vocational training and labour market reform for AP 2004	03/12/2003
02/09/2002	30/03/2003	AIDCO	ARM	PCP: Identification	ToR for "Support to the development of a strategic and legal framework for VET reform"	06/03/2003
06/05/2002	31/12/2005	AIDCO	All	PCP: Monitoring	Content Monitoring "Management Training Programme (MTP) III"	
01/05/2002	31/03/2003	EC Delegation	ARM	PCP: Identification	Terms of reference "VET reform in Armenia"	11/03/2003
01/05/2002	30/08/2003	AIDCO	All	PCP: Monitoring	Content Monitoring "Management Training Programme (MTP) II"	30/08/2003
01/05/2002	31/08/2005	EC Delegation		PCP: Monitoring	Content monitoring "VET reform in Armenia" (to be confirmed)	
01/05/2002	31/12/2005	AIDCO	RF	PCP: Monitoring	Content monitoring "E-skills for Russian Business" (to be confirmed by EC Delegation)	
30/04/2002	30/07/2003	EC Delegation	RF	PCP: Identification	Terms of reference "E-skills for Russian Business"	30/07/2003
22/04/2002	01/03/2003	AIDCO	All	PCP: Identification	ToR "Management training Project" (MTP) III	11/04/2003
07/01/2002	31/05/2003	AIDCO	KYR	PCP: Monitoring	Content monitoring input to initial phase of "Training Fund"	31/05/2003
08/01/2001	26/12/2003	AIDCO	BR	PCP: Implementation	Management of project "Management Training in Belarus"	31/12/2003
15/07/2003	21/07/2003	EC Delegation	UKR	PCP: Programming	Project fiche-Enterprise development through creating favourable management development environment	21/07/2003
15/11/2003	15/12/2003	EC Delegation	UKR	PCP: Programming	Outline for Tacis project 2005	05/12/2003
01/05/2002	30/04/2004	EC Delegation	ARM	PCP: Monitoring	Content monitoring "Integrated elaboration of VET strategy"	

ANNEX 2: Organigramme



ANNEX 3: Return on investment

Return on investment –ENLARGEMENT B7-0333/2003						
Category	Main outputs	Initiator	Staff	Staff Costs	Admin. & Infrastr.	Project Costs
3100 Support to the Commission	Individual country fiches for nine FMS together with cross-country synthesis report (0.5 FTE)	DG EMPL	6.5 + 05 x Head of Department + Secretary = 8 FTE	3.6 FTE	1,030,000	870,000 ⁶
	Updates reviews of progress of VT reform in Bulgaria, Romania and Turkey (0.3 FTE)	DG EMPL				
	Active within the DG EAC Copenhagen process coordination group and in Working Groups under the Objectives-Copenhagen process (1.0 FTE)	DG EAC				
	ToR completed for institution-building project involving Romania, Bulgaria and Turkey (0.4 FTE)	ETF GB/DG ENL/ MoE/MoL				
	Seminar organized in Turkey on European Social Fund type of programmes (0.1 FTE)	MoL				
	Comments on project fiches and ToRs, participated in programming missions, tender evaluations and steering committees of current Phare projects in the 3 candidate countries (0.2 FTE)	EU Representation				
	Contributed to the evaluation of Phare HRD projects (0.1 FTE)	EU Representation				
	Provided support to Phare HRD programme in Estonia and Poland (0.1 FTE)	EU Representation				
	Comments to DG EAC on the draft Single Programming Documents for the Czech Republic and Slovakia (0.1 FTE)	DG EAC				
	Analysis of ACCs reports on progress in LLL at the request of DG EAC (0.5 FTE)	DG EAC				
Peer reviews on specific VET policy issues in the three candidate countries to DG ENLARG (0.5 FTE)	ETF GB					
3110 Analysis Information	Involved the NOs in the activities of CEDEFOP network of Reference and Expertise (1.5 FTE)	ETF GB		1.5 FTE		
3120 Development Activities	In collaboration with CEDEFOP and Greek social partners a conference in Athens on “Lifelong development of competences and qualifications of the workforce – roles and responsibilities” (0.2 FTE) Established together with CEDEFOP a Joint Working Group of current and future MS to support the extension of the CEDEFOP Teacher Training Network to the CCs. (0.2 FTE) Agreement and start of implementation of the Exit-Entry Strategy between CEDEFOP and ETF including a roadmap of integration into CEDEFOP networks and activities for each AC (0.8 FTE)	DG EAC/Cedefop/ ETF		1.2 FTE		

⁶ Includes WP, Advisory Forum, and Documentation, Publication and Translation.

Transversal⁷	Life-long learning: adult learning projects designed and started in 4 WB countries, seminar on AL assessment framework Labour market: briefing papers, input to the Advisory forum, internal seminars Skills for enterprise: knowledge-sharing seminar, input to the Advisory Forum, support to the Operational Departments Vocational training learning processes: international workshop, report, input to Advisory Forum	2 FTE	259,500		35,000	
Admin Support	Finance, Legal, Personnel, Computer and Technical Services Units, and part of the External Communication Unit	7.5 FTE	450,000	320,000		
Org Support	Directorate, Planning, Monitoring and Evaluation Unit and part of the External Communication Unit	2.625 FTE	300,500			
TOTAL		20.125 FTE	2,275,000	320,000	905,000	
TOTAL ENLARGEMENT = € 3,500,000						
Return on investment – CARDS RELEX – B7-664/2003						
Category	Main outputs	Initiator	Staff	Staff Costs	Admin. & Infrastr.	Project Costs
3100 Support to the Commission	SME training needs assessment (in the framework of CARDS SME projects in BiH) (0.2 FTE)	ETF/EU Delegation	7.5 FTE + 0.5 x Head of Department + Secretary = 9 FTE	1,300,000		1,113,500 ⁸
	With DG ENTER organized meeting for the implementation of the SME Charter signed by all SEE countries (0.1 FTE)	DG ENTER				
	Support in Croatia for the implementation of the CARDS projects on VT and LM restructuring (0.6 FTE)	EU Delegation				
	Participated in 2 tender evaluations & monitoring of CARDS 2002 projects in HRD & employment policy reform FYROM (0.5 FTE)	EAR				
	Supported VT reform & occupational classifications projects, advised ToR for CARDS 2003 HRD project in Kosovo (0.2 FTE)	EAR				
	Comments on inception and progress reports - Serbia and Montenegro (0.4 FTE)	EAR				
	Monitoring mission with EAR for CARDS 2002 project on HRD for unemployed people in Serbia (0.2 FTE)	EAR				
	Participated in the tender evaluation for the CARDS 2003 VT reform project and project identification mission for the CARDS 2004 Employment project in Kosovo (0.3 FTE)	EAR				
	Contributed to the new EC Multi-Annual Indicative Programmes 2005-6 (0.4 FTE)	DG Relex				
	Contributed to the Annual Report of the Stabilisation and Association Process	DG Relex				
	Published first series of quarterly newsletters on ETF activities in the WBA (0.2 FTE)	DG Relex/EuropeAid				
Peer reviews in BiH and FYROM (0.6 FTE)	ETF/MoE					
3110 Analysis & Information	New framework contracts signed with the NOs and work plans agreed (0.7 FTE) Observatories refined the quality of their reports which resulted in shorter and more focused reports in Autumn 2003 (0.7 FTE)	ETF GB	1.4 FTE			

⁷ This is an estimate of expertise development and Focus Group activities across the Operational Departments.

⁸ Includes WP, Advisory Forum, and Documentation, Publication and Translation.

3120 Development Activities	<u>Organisation of learning and teacher training (0.7 FTE)</u> WBA TTnet seminar successfully carried out in Skopje – 16 countries took part Micro-development project (Serbia, Montenegro, Romania) finished successfully <u>Adult learning strategies in the context of LLL (Croatia, Serbia, Montenegro, Kosovo) (0.6 FTE)</u> National Adult Learning Teams set up in all countries Adult learning stock-taking reports finished by Serbia and Montenegro Strategy design meetings held by Serbian and Kosovan teams <u>National Qualifications Framework (0.6 FTE)</u> <u>Background reports by each country</u> Country evaluation reports by external experts (Macedonia, Montenegro, Serbia, BiH & Albania) <u>Local employment economic development in Albania and Kosovo (LEEDAK) (0.5 FTE)</u> Local partnership for LEEDAK set up in the region of Lezha (AL) and Kamenica (Kosovo) Preparatory training held Study tours in Italy and Ireland carried out	ETF GB		2.4 FTE			
Tempus	Selection of about 35 Joint European Projects and 100 Individual Mobility Projects (1.5 FTE) Regular monitoring of current Cards projects by the monitoring desk officers & advice given (1.5 FTE) Payments to 230 Cards projects, following the financial and content assessment of annual and final reports (1 FTE) Preparation, participation & follow up of meetings with project representatives of running Joint European Cards proj. Rome 9/03. Preparation, participation & follow up of field monitoring visits to some 6 current projects (0.1 FTE) Preparation, participation & follow up of information campaigns in Albania, Croatia, Macedonia, Serbia, Montenegro (0.2 FTE) IT development: electronic application forms developed further. Tempus DB improved to enable electronic assessment(0.2 FTE) General information and promotion material provided on a regular basis (0.5 FTE)	5 FTE	605,000				
Transversal ⁹	Life-long learning: adult learning projects designed and started in 4 WB countries, seminar on AL assessment framework Labour market: briefing papers, input to the Advisory forum, internal seminars Skills for enterprise: knowledge-sharing seminar, input to the Advisory Forum, support to the Operational Departments Vocational training learning processes: international workshop, report, input to Advisory Forum	2 FTE	245,000		30,167		
Admin Support	Finance, Legal, Personnel, Computer and Technical Services Units, and part of the External Communication Unit	8 FTE	482,167	367,000			
Org Support	Directorate, Planning, Monitoring and Evaluation Unit and part of the External Communication Unit	2.625 FTE	290,000				
TOTAL		26.625 FTE	2,922,167	367,000	1,143,667		
CARDS TOTAL = € 4,432,834							
Return on investment – MEDA RELEX – B7-664/ 2003							

⁹ This is an estimate of expertise development and Focus Group activities across the Operational Departments.

Category	Main outputs	Initiator	Staff	Staff Costs	Admin. & Infrastr.	Project Costs
3100 Support to the Commission	ToR & other documents for the launching of Meda programmes in VET reform in Morocco and Egypt (0.30 FTE)	EC Del	8 + Head of Department + Secretary = 10 FTE	1,300,000		1,280,000 ¹⁰
	Identification & feasibility study for VET modernisation programme in Syria (1.2 FTE)	AidCo				
	Analytical overview of VT & LM system in Tunisia and Egypt (1.0 FTE)	AidCo				
	Desk research on training and HR development in the context of local development: an inventory of current and planned activities supported by the EU with a local component, a review of the institutional framework for local development in Jordan and Algeria (0.6 FTE)	AidCo				
	Support to the Government of Yemen in the development of a strategy for VET reform: in cooperation with the WB a study of the Yemeni VET system, a proposal for strategic reform priorities, input to the reorientation of the EC SPAVT programme in Yemen in line with the strategic orientations proposed (0.9 FTE)	AidCo				
	Technical support to the introduction of pilot apprenticeship modalities in Syria: 92 teachers trained, curricula handbook developed (1.3 FTE)	DG Relex				
	Study on e-learning in Israel completed (0.1 FTE)	DG Relex				
	Support to DG EAC in organising a dissemination conference EU-South&East-Med. countries on "Innovation in Vocational Training" (0.4 FTE)	DG EAC				
3110 Analysis & Information	Development of the Observatory function: capacity building actions Jordan: successful study visits, analysis of information production system completed, local authorities commitment continued (0.5 FTE) Syria: support from the Syrian authorities to set-up the Observatory confirmed, twinning between Syria and Jordan formalised (0.3 FTE) Morocco: stakeholders' network identified and working on 3 selected sectors (0.3 FTE)	ETF GB	1.1 FTE			
3120 Development Activities	<u>Research action aiming at analysing the impact of continuing training on the performance of Moroccan enterprises (request of Moroccan authorities) (0.6 FTE)</u> Multi-annual project 2003-2005. 2003: development of the scientific methodology in collaboration between local and EU experts. <u>Joint Analysis with the WB on governance, social partnership and informal sector issues (0.5 FTE)</u> Based on the methodology designed in 2002, vocational training reform studies in Egypt, Lebanon, Jordan and Tunisia, informal sector draft reports. Preliminary findings presented in the AF 2003	ETF GB	1.1 FTE			
Tempus	Selection: 202 MEDA applications selected for Tempus funding in 2003 (2.5 FTE) Monitoring: 36 reports assessed by monitoring desks. Ad-hoc support to several hundred projects (1.3 FTE) IT development: electronic application forms developed. Tempus database extended to allow electronic assessment of applications (1 FTE) Participation to the MEDA Tempus launching conference in Alexandra (Egypt) (0.2 FTE)		5 FTE	300,000		
Transversal ¹¹	Life-long learning: adult learning projects designed and started in 4 WB countries, seminar on AL assessment		2 FTE	250,000		31,334

¹⁰ Includes WP, Advisory Forum, and Documentation, Publication and Translation

¹¹ This is an estimation of expertise development and Focus Group activities across the Operational Departments.

	framework Labour market: briefing papers, input to the Advisory forum, internal seminars Skills for enterprise: knowledge-sharing seminar, input to the Advisory Forum, support to the Operational Departments Vocational training learning processes: international workshop, report, input to Advisory Forum					
Admin Support	Finance, Legal, Personnel, Computer and Technical Services Units, and part of the External Communication Unit	7 FTE	450,000	330,000		
Org Support	Directorate, Planning, Monitoring and Evaluation Unit and part of the External Communication Unit	2.625 FTE	220,000			
		26.625 FTE	2,520,000	330,000		1,311,334
MEDA TOTAL = € 4,161,334						
Return on investment – TACIS RELEX – B7-664/2003						
Category	Main outputs	Initiator	Staff	Staff Costs	Admin. & Infrastr.	Project Costs
3100 Support to the Commission	<u>Produced Tacis project fiches and ToRs, input to content monitoring, comments on indicative programmes and action plans (2.0 FTE):</u> Mission to several countries to produce ToRs and project fiches for new Tacis projects and strategy	EC delegations, Aidco	EECA Department: 6.5 + HoD +0.5 x Secretary = 8 FTE	1,199,000		1,151,000 ¹²
	<u>In-depth studies on VET and its relevance to the labour market in Ukraine and Moldova (Ukraine recommendations already used as a basis for new project fiches) (0.5 FTE)</u>	DG Relex				
	<u>For “Strengthening of national and regional stakeholder capacities in the design and implementation of VET reform” (0.5 FTE):</u> 20 Moldovan employment services staff attend pilot training course on improving quality Moldovan & Belarusian dissemination seminars on VET reform in RU & Ukraine & the NW RU VT 2 VET organisational structures models published and third discussed in Russia Seminar to introduce the EU policy in the VET field, notably the “Copenhagen process” Seminar on the role of social partners in developing standards in Kazakhstan	EC delegations, DG EAC				
3110 Analysis Information	& <u>NOs network continued to gather and consolidate information (1.5 FTE) including:</u> “VET and employment reviews” in Russian and English in Kazakhstan, Mongolia, Kyrgyzstan, Uzbekistan Observatory Website to disseminate & promote network project results in Kazakhstan, Mongolia, Uzbekistan Report on the role of social partners in VE in Mongolia	EC delegations, ETF				

¹² Includes WP, Advisory Forum, and Documentation, Publication and Translation

3120 Development Activities	<p><u>Entrepreneurship in Education and Training in Russia and Ukraine (0.3)</u>: Final conference in St. Petersburg in Dec: new culture of enterprise and initiative developed in both countries and supported by leading policy makers</p> <p><u>VET reform in the North-West Russia (0.4)</u>: Final conference in October in St. Petersburg</p> <p><u>Strengthening partnership between training institutions and companies (0.2 FTE)</u>: Final and third phase completed: training and dissemination events involving some 347 people and 20 institutions</p> <p><u>Training strategies for local development in Uzbekistan, Kazakhstan and Kyrgyzstan started (1.0 FTE)</u></p> <p>3 national and regional reports ready for discussion in 2004 with local and national stakeholders, input to AF background paper</p> <p><u>Started "Assessment of the long-term impact of activities in the field of management training in Russia during the last decade" (0.1 FTE)</u>:</p> <p>One-day brainstorming seminar with key experts and with the help of an international expert</p> <p>Local expert started initial research in this field</p>	EC delegations, DG Relex, Aidco, ETF		2 FTE			
Tempus	<p>Selection of around 50 Joint European Projects and 220 Individual Mobility Projects (3 FTE)</p> <p>Regular monitoring of the current Tacis projects, by the monitoring desk officers, and advice provided (2.5 FTE)</p> <p>Payments to 320 Tacis projects, following the financial and content assessment of annual and final reports (2 FTE)</p> <p>Preparation, participation & follow up of meetings with proj. representatives of Joint European Tacis projects Rome9/03(0.25 FTE)</p> <p>Preparation, participation & follow up of field monitoring visits to some 12 current projects, mostly in the RF (0.25 FTE)</p> <p>Preparation, participation & follow up of the information campaigns organised in Uzbekistan, Russian Federation, Turkmenistan, Tadjikistan and Kazakhstan (0.5 FTE)</p> <p>IT development: electronic application forms developed further. Improvements to Tempus database to allow electronic assessment (0.5 FTE)</p> <p>General information and promotion material provided on a regular basis (1 FTE)</p>		10 FTE	1,240,000			
Transversal¹³	<p>Life-long learning: adult learning projects designed and started in 4 WB countries, seminar on AL assessment framework</p> <p>Labour market: briefing papers, input to the Advisory forum, internal seminars</p> <p>Skills for enterprise: knowledge-sharing seminar, input to the Advisory Forum, support to the Operational Departments</p> <p>Vocational training learning processes: international workshop, report, input to Advisory Forum</p>		2 FTE	240,000			29,000
Admin Support	Finance, Legal, Personnel, Computer and Technical Services Units, and part of the External Communication Unit		8 FTE	522,833	404,000		
Org Support	Directorate, Planning, Monitoring and Evaluation Unit and part of the External Communication Unit		2.625 FTE	320,000			
TOTAL			30.625 FTE	3,521,833	404,000		1,180,000
TACIS TOTAL = € 5,105,833							

¹³ This is estimation of expertise development and Focus Group activities across the Operational Departments.

ANNEX 4: Table of budgetary and non budgetary resources 2003

ACTIVITY	Total staff numbers	BUDGETARY RESOURCES euro				NON BUDGETARY RESOURCES euro			
		Staff costs	Administration & infrastructure	Operational costs (missions included)	TOTAL BUDGET	Tempus (annualised)	Conventions (annualised)	Donor co-operation	Total non budgetary
		(Title 1)	(Title 2)	(Title3)	(Title 1+2+3)				
Administrative Support	31	1,820,000	1,421,000	26,500	3,241,000				
Organisational Support	10	979,000		250,000	1,229,000				
Candidate countries	8	1,000,000		900,000	1,900,000	1,200,000			1,200,000
Western Balkans	9	1,200,000		1,213,500	2,413,000	30,300,000	160,000	500,000	30,960,000
Tacis	8	1,130,000		1,220,500	2,350,000	27,160,000	400,000		27,560,000
MEDA	10	1,200,00		1,380,000	2,580,000	1,200,000			1,200,000
Expertise development	8	970,000		150,000	1,120,000				-
Tempus	20	2,230,000		110,00	2,340,000				-
TOTAL	104	10,529,000	1,421,000	5,250,000	17,200,000	59,860,000	560,000	500,000	60,920,000

ANNEX 5: Director's report on internal controls and results of ex-post verifications

Report by the Director ETF on internal controls and results of ex-post verifications

Overall results

The assessment conducted within the organization showed that the new financial circuits represent an improvement and that financial staff are content with its operation. Levels of control, circulation of papers and speed of execution and tracking have all improved. After a period of adaptation, ETF staff now benefit from the advantages of the new circuits.

The management of proofs of expenditure and organization of supporting documentation has improved considerably and documents are now more easily traced, both electronically and physically. Each SI2 user has direct access from her/his own PC to all invoices and relevant supporting documents. Furthermore, apart from (and linked to) the SI2 workflow, a parallel Lotus notes workflow shows operational initiation and verification. This also includes e-mails and other correspondence between operational initiators, verifiers and authorizing officers and is more easily tracked than a routing slip.

The management of third party registration in SI2 is now carried out entirely by the Finance Unit. This ensures consistency of data and reduces errors in the automatic electronic payment order to the bank via BOB, a general accounting software.

To comply with the requirements of the new Financial Regulation, a number of "ex-post" verification procedures were launched in October 2003 to provide further assessment and means of control to the whole organisation.

Considerations, findings and reviews of control systems and circuits

Despite the general level of satisfaction and perceived quality of the new financial circuits, some issues emerged from the assessment exercise which was carried out during the first three months of operation of the new systems. These have been reported and translated into firm proposals for the further improvement in the level and quality of financial management within the ETF. A number of actions will be taken forward to address these issues.

Findings

Authorising officers from Central Services have expressed concern about the fact that paper dossiers no longer exist and that, since SI2 provides no notification on pending visas, certain commitments or payments might lie "dormant" for some time.

Action taken:

Finance Unit produced a report and a procedure to follow up pending transactions. a member of the Unit checks such transactions regularly and sends a notice to the relevant authorising officer/s.

There are too many delegated authorising officers, and while decentralisation of powers has its advantages, there could be a risk in delegating powers to officers who are insufficiently trained or unaware of financial rules and procedures. A balance must be found between the need to provide back-up to authorising officers and maintain a restricted group of well-trained people operating on budget commitments and payments.

Action taken:

A list of delegated authorising officers who have signed very few transactions has been produced; the Director will discuss and possibly withdraw some delegations since these might not guarantee appropriate controls. It is proposed that operational departments and central services find a way to optimise back-up solutions between themselves.

Under the present system, the operational initiation of payments is completed by replying to the e-mail sent by the data entry of Finance Unit and providing commitment and third party number and or/ additional comments. This is traceable through the Lotus Notes supporting documents database, although there is not a visible "conforme aux faits" check. It may be better and more transparent to insert in the supporting document page a check box called "conforme aux faits" or "certified correct". This would enable authorising officers to recognise quickly that this mandatory check has been performed already.

Action taken:

It was agreed that when software developer support is available the change will be introduced.

In the case of framework contracts, in particular those used to secure experts, pre-financings (advance payments) can be provided to the contractor. At certain times of the year and depending on the number of activities launched simultaneously by the various departments, the total amount of money provided in such a form might exceed the sum of €150.000 that requires a bank guarantee from the contractor. The risk of being over-exposed without any collateral guarantee from a contractor is unacceptable and the situation must be avoided.

Action taken:

In the new version of SI2, it is now easy to keep count of the amount provided to framework contractors in the form of pre-financing. In earlier times this exercise required an almost entirely manual input and check. The Finance Unit is able to monitor the level of pre-financing and demand a bank guarantee when the amount set in the Financial Regulation is about to be exceeded.

There is a temporary but recurrent shortage of funds in ETF bank accounts at the start of each quarter. Despite improved workflows, the procedure for the payment of the ETF annual subsidy instalments via Commission services (DG EAC and DG Budget) is still slow. This sometimes results in a zero balance in ETF bank account which means that ETF must "freeze" payments in the pipeline. According to the new Financial Regulation, ETF is liable to pay interest to the beneficiary on payments that are beyond the contractual terms; this situation is therefore not sustainable.

Action taken:

ETF will include a reserve of at least €1.000.000 in the request for the first installment of the year. ETF will discuss and raise its concerns with Commission services about current policy, which in our view, can be applied to contractors but not to EU Institutions.

Results of “ex-post verifications”

From October 2003, Finance Unit has carried out a pilot “ex-post verification” programme on financial transactions on a rotating basis and in line with a published schedule, policy and procedure. The results of the ex-post verifications are available on-line to all staff through the Finance Portal. Results are also presented and discussed regularly in the Finance and Procurement Network meetings.

The ex-post verifier always assesses the regularity and compliance with the rules of the underlying transaction (commitments, payments, credit operations) when carrying out these checks. The “ex-post” verification includes the following checks:

Incompatibility of functions (initiating agent / verifying agent): of all transactions carried out between 18 July to 10 December, only in one payment order (PO 18616) did a member of the Finance Unit sign both as initiator and verifier. This individual was informed about the problem and the mistake should be considered as an isolated case, not attributable to malfunctions in the structure or process.

Limits of transfers: the limits set in the financial regulation for transfers within Chapters (10% of initial appropriation amount) were respected for all transfers carried out in 2003. In the case of Chapter 24 the transfer from this Chapter to another exceeded marginally (by 0.57%) the 10% limit with credit operation Number 4986. It was agreed, however, to proceed without requesting formal agreement of the Governing Board and there is supporting documentation to justify this decision.

Payment delays: all payment deadlines on transactions which originated from contracts signed after 18 of July 2003 were respected. The transactions checked were all payments made up to 10 December 2003.

Limits on framework contracts: no limits on framework contracts were exceeded.

Other findings of the ex-post verifications

In some cases initiating agents do not apply the rules on FDI (Final date of implementation) in a consistent manner, both for commitments as well as payment types (e.g. multiple single payments, fractioned payments). Furthermore the system (SI2) allows staff to enter FDIs with infinite dates.

Finance Unit will provide training at the beginning of 2004 to explain to initiating agents the rules and how these translate into operational inputs in SI2.

ANNEX 6: Table of Phare and Tacis conventions 2003

PHARE

Commission Budget line Reference	Commission Contract number	Description	Total grant + use of interest approved	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension disbursement	Management
1. Royaumont Project	B7-700/200/T	Promotion of the Culture and Practice of Social and Civil Dialogue	484,869.00	30.85%	30-Jun-02	427,637.36	88.20%	31-Dec-02	07-Oct-03	Centralised
Total 1			484,869.00			427,637.36				

TACIS

Commission Budget line Reference	Commission Contract number	Description	Total grant + use of interest approved	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension disbursement	Management
7. B19801	00-0281	Civil Society Development programme contract	1,250,000.00	100.00%	20-Dec-00	887,786.50	71.02%	20-Dec-02		Centralised
Total 2			1,250,000.00			887,786.50				

TOTAL 1 + 2			1,734,869.00			1,315,423.86				
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ANNEX 7: Table of Technical Assistance to the Tempus Programme 2003

PHARE/CARDS

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II & III Cards(TA)	Technical assistance Tempus Cards 2003/04	19-Aug-03	475,000.00	31-Oct-04	Centralised
Tempus II & III Cards(TA)	Technical assistance Tempus Cards 2002	08-Aug-02	700,000.00	28-Feb-04	Centralised
Total 1 Running			1,175,000.00		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II Phare (TA)	Technical assistance Tempus Phare 97	22-Jan-97	930,000.00	31-May-98	Centralised
Tempus II Phare (TA)	Technical assistance Tempus Phare 98	31-Mar-98	930,000.00	31-May-99	Centralised
Tempus II Phare (TA)	Technical assistance Tempus Phare 99	16-Mar-99	850,000.00	31-May-00	Centralised
Tempus II & III Phare (TA)	Technical assistance Tempus Phare 2000	24-Mar-00	810,000.00	31-May-01	Centralised
Tempus II & III Cards(TA)	Technical assistance Tempus Cards 2001	27-Apr-01	600,000.00	30-May-02	Centralised
Total 2 Over			4,120,000.00		

Annex 7 Table of Technical Assistance to the Tempus Programme 2003 (continued)

TACIS

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II & III Tacis(TA)	Technical assistance Tempus Tacis 2003/04	19-Aug-03	675,000.00	31-Oct-04	Centralised
Tempus II & III Tacis(TA)	Technical assistance Tempus Tacis 2002	8-Aug-02	840,000.00	28-Feb-04	Centralised
Total 3 Running			1,515,000.00		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
WW 94.03/02.02/B003 (Closed account)	Inform.,dissemin.,monitor.	10-Nov-95	577,000.00	31-Dec-97	Centralised
Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 97	22-Jan-97	624,360.00	31-Dec-97	Centralised
Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 98	20-Jun-05	675,000.00	31-Mar-99	Centralised
Tempus II Tacis (TA)	Technical assistance Tempus Tacis 99	14-Jan-99	675,000.00	31-May-00	Centralised
Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2000	24-Mar-00	675,000.00	31-May-01	Centralised
Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2001	27-Apr-01	675,000.00	31.05.2002	Centralised
Total 4 Over			3,901,360.00		

Annex 7: Table of Technical Assistance to the Tempus Programme 2003 (continued)

MEDA

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus III Meda(TA)	Technical assistance Tempus Meda 2003/04	19-Aug-03	550,000.00	31-Oct-04	Centralised
Tempus III Meda(TA)	Technical assistance Tempus Meda 2003	01-Apr-03	182,000.00	28-Feb-04	Centralised
Total 5 Running			732,000.00		
TOTAL RUNNING 1+3+5			3,422,000.00		
TOTAL OVER 2+4			8,021,360.00		
GRAND TOTAL 1+2+3+4+5			11,443,360.00		

ANNEX 7A: Table of Tempus Grants 2003

PHARE

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
2003 Tempus II Cards	Tempus Phare projects	4-Sep-02	354,890.00		Central
2002 Tempus II Cards	Tempus Phare projects	4-Sep-02	178,748.00	31-Dec-03	Central
2001 Tempus II Cards	Tempus Phare projects	19-Apr-02	14,105,436.00	31-Dec-03	Central
2000 Tempus II Phare	Tempus Phare projects	24-Mar-00	7,958,913.00	31-Dec-03	Central
99 Tempus II Phare	Tempus Phare projects	16-Mar-99	33,157,570.00	31-Dec-02	Central
98 Tempus II Phare	Tempus Phare projects	31-Mar-98	35,326,927.00	31-Dec-02	Central
Total 1 Running			91,082,484.00		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
97 Tempus II Phare	Tempus Phare projects	22-Jan-97	60,279,059.00	31-Dec-00	Central
96 Tempus II Phare	Tempus Phare projects	3-Apr-96	67,394,850.00	31-Dec-99	Central
95 Tempus II Phare	Tempus Phare projects	27-Jan-95	89,933,539.00	31-Dec-98	Central
Total 2 Over			217,607,448.00		

Annex 7A Table of Tempus Grants 2003 (continued)

TACIS

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
2003 Tempus II Tacis	Tempus Tacis projects	4-Sep-02	375,200.00		Central
2002 Tempus II Tacis	Tempus Tacis projects	4-Sep-02	216,227.00	31-Dec-03	Central
2001 Tempus II Tacis	Tempus Tacis projects	18-Apr-02	15,320,347.00	31-Dec-03	Central
2000 Tempus II Tacis	Tempus Tacis projects	24-Mar-00	21,323,456.00	31-Dec-03	Central
99 Tempus II Tacis	Tempus Tacis projects	14-Jan-99	22,319,507.00	31-Dec-02	Central
98 Tempus II Tacis	Tempus Tacis projects	31-Mar-98	21,985,871.00	31-Dec-02	Central
Total 3 Running			81,540,608.00		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
97 Tempus II Tacis	Tempus Tacis projects	22-Jan-97	15,068,860.00	31-Dec-00	Central
96 Tempus II Tacis	Tempus Tacis projects	30-Jun-96	20,468,516.00	31-Dec-99	Central
95 Tempus II Tacis	Tempus Tacis projects	9-Mar-95	22,796,712.00	31-Dec-98	Central
Total 4 Over			58,334,088.00		

Annex 7A Table of Tempus Grants 2003 (continued)

MEDA

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
2003 Tempus II Meda	Tempus Meda projects	1-Apr-03	530,900.00		Central
Total 5 Running			530,900.00		
TOTAL RUNNING 1+3+5			173,153,992.00		
TOTAL OVER 2+4			275,941,536.00		
GRAND TOTAL 1+2+3+4+5			449,095,528.00		

ANNEX 8: Members of the ETF Governing Board 2003

European Commission	Mr Nikolaus VAN DER PAS Director General	Chairman
	DG Education and Culture	
European Commission	Mr Dirk MEGANK Director	Member
	DG Enlargement	
European Commission	Mr David LIPMAN Director	Member
	DG External Relations	
Austria	Mr Karl WIECZOREK	Member
	Bundesministerium für Wirtschaft und Arbeit	
Austria	Mr Reinhard NOBAUER	Substitute
	Bundesministerium für Bildung, Wissenschaft und Kultur	
Belgium	Ms Micheline SCHEYS Afdelingshoofd Beleidscoördinatie	Member
	Departement Onderwijs Ministerie van Onderwijs en Vorming van de Vlaamse Regering	
Denmark	Mr Roland Svarrer ØSTERLUND Uddannelsesdirektor	Member
	Ministry of Education	
Denmark	Ms Merete PEDERSEN Chief Advisor	Substitute
	Department of Upper Secondary Education Ministry of Education	
Finland	Mr Timo LANKINEN Government Counsellor	Member
	Director for Vocational Education and Training Ministry of Education	
Finland	Mr Ossi V. LINDQVIST	Substitute
	University of Kuopio	
France	Mr Jean-Francois FITOU Délégué aux Affaires européennes et internationales	Member
	Ministère de l'Emploi et de la Solidarité	

France	Mr Jacques MAZERAN Chargé de mission à la DRIC	Substitute
	Ministère de l'Education Nationale, de la Recherche et de la Technologie	
Germany	Mr Dietrich NELLE Ministerialrat	Member
	Bundesministerium für Bildung und Forschung	
Greece	Mr Jannis TOUTZIARAKIS President	Member
	Organisation for Vocational Education and Training	
Greece	Mr Haralambos LOUKISSAS Head of the European and International Affairs Department	Substitute
	Organisation for Vocational Education and Training	
Ireland	Mr Pdraig CULLINANE Principal Officer	Member
	Labour Force Development Division, Department of Enterprise, Trade and Employment	
Ireland	Mr Rory MC CLOSKEY	Substitute
	Department of Enterprise, Trade and Employment	
Italy	Mr Uberto VANNI D'ARCHIRAFI Capo dell'Ufficio VI	Member
	Direzione generale per i paesi dell'Europa Ministero degli Affari Esteri	
Italy	Mr Gian Giacomo MIGONE	Substitute
	Università di Torino	
Luxembourg	Mr Gilbert ENGEL Professeur-ingénieur	Member
	Ministère de l'Education Nationale, de la Formation Professionnelle et des Sports	
Luxembourg	Ms Edith STEIN Attaché économique	Substitute
	Chambre de Commerce du Grand-Duché de Luxembourg	
Netherlands	Ms Rinette JULICHER Director of Vocational & Adult Education	Member
	Ministerie van Onderwijs, Cultuur en Wetenschappen	

Portugal	Dr Candida MEDIEROS SOARES Director General	Member
	Ministry of Social Security & Labour	
Portugal	Ms Teresa MARTINS PAIXAO President of the Management Committee	Substitute
	Instituto do Emprego e Formação Profissional	
Spain	Mme. María José MUNIOZGUREN LAZCANO Consejera Técnica de la Subdirección General de Formación Profesional	Member
	Ministerio de Educación Cultura y Deporte	
Spain	Dr Francisca María ARBIZU ECHAVARRI Directora del Instituto Nacional de las Cualificaciones	Substitute
	Ministerio de Trabajo y Asuntos Sociales	
Sweden	Mr Erik HENRIKS Special Adviser	Member
	Ministry of Education and Science	
United Kingdom	Ms Franki ORD Head of EU Training Policy	Member
	European Union Division Department for Education and Skills	

ANNEX 9: Glossary of country codes

<i>European Union Member States</i>	<i>Candidate countries / future Member States</i>	<i>Western Balkans</i>	<i>Eastern Europe and Central Asia</i>	<i>MEDA Countries and Territories</i>
A Austria	BG Bulgaria	ALB Albania	ARM Armenia	DZ Algeria
B Belgium	CZ Czech Republic	BIH Bosnia and Herzegovina	AZB Azerbaijan	EG Egypt
D Germany	CY Cyprus	MK Former Yugoslav Republic of Macedonia	BR Belarus	IL Israel
DK Denmark	EE Estonia	CRO Croatia	GEO Georgia	JO Jordan
E Spain	H Hungary	SCG Serbia and Montenegro (Republic of Serbia, Republic of Montenegro)	KAZ Kazakhstan	LB Lebanon
F France	LV Latvia	1244 Kosovo	KYR Kyrgyzstan	MA Morocco
SF Finland	LT Lithuania		MOL Moldova	PS Palestinian Authority
GR Greece	MT Malta		MNG Mongolia	SY Syria
I Italy	PL Poland		RF Russian Federation	TN Tunisia
IRL Ireland	RO Romania		TAD Tajikistan	YE Yemen
L Luxembourg	SK Slovak Republic		TME Turkmenistan	
NL Netherlands	SLO Slovenia		UKR Ukraine	
P Portugal	TR Turkey		UZB Uzbekistan	
S Sweden				
UK United Kingdom				

ANNEX 10: Glossary of acronyms and abbreviations

AF	ETF Advisory Forum
AidCo	European Commission: European Aid Cooperation office
AP	Action plan
CARDs	EC technical assistance programme for the countries of the Western Balkans
CEC	European Commission (sometimes abbreviated to EC)
CC	Candidate country
Cedefop	European Centre for Vocational Training
DG	European Commission Directorate General
DG EAC	European Commission: Directorate General for Education & Culture
DG Empl	European Commission: Directorate General for Employment and Social Affairs
DG Enlarg	European Commission: Directorate General for the Enlargement of the European Union
DG Relex	European Commission: Directorate General for External relations
DGVT	Director(s) General for Vocational Training
EAR	European Agency for Reconstruction
EC Del	European Commission: EC Delegation in a partner country
EECA	ETF department working with Eastern Europe & Central Asia
EIB	European Investment Bank
ESC	Economic & social cohesion
ESEE	ETF department working with Eastern and South Eastern Europe
ESF	European Social Fund
EU	European Union
FMS	Future Member State of the European Union
HoD	Head of Department
HRD	Human resources development
IB	Institution building
ILO	International Labour Organisation
IP	Indicative Programme
JAP	Joint Assessment Paper
LLL	Lifelong learning
LM	Labour Market
NOb	National Observatory
MEDA	EC technical assistance programme for the partner countries of the southern and eastern Mediterranean
MIP	Multi-annual Indicative Programme
MoLSS/P	Ministry of Labour and Social Solidarity/Security/Protection
MS	Member State of the European Union
NAPE	National Action Plan for Employment
NIP	National Indicative Programme
NOb	National Observatory
NQF	National Qualifications Framework
OECD	Organisation for Economic Cooperation a& Development
PCM	Project Cycle Management
Phare	EC technical assistance programme for the partner countries of Central & Eastern Europe

ReferNet	Cedefop network of reference and expertise
RF	Russian Federation
SAA	Stability & Association Agreement (Western Balkans)
SEE	South-Eastern Europe
SOP	Sectoral Operational Programme
SPAVT	Strengthening Priority Areas of Vocational Training. An EC programme in Yemen.
SI2	SynCom 2 – a common Commission/Agency budgetary accounting system
SME	Small or medium sized enterprise
Tacis	EC technical assistance programme for the countries of Eastern Europe and Central Asia
TLP	Teaching & learning processes
ToR	Terms of reference
TT	Teacher and/or trainer training
TTNet	Network of teacher & trainer training practitioners. Established by Cedefop.
TVET	Technical vocational education & training
UAP	Unite d'appui au projet
VET	Vocational and educational training
VT	Vocational training
VTS	Vocational training system(s)
WB	World Bank
WB (WBA)	Western Balkans
WG	Working group