

ETF WORK PROGRAMME 2014



Contents

Executive Summary	5
PART I: Introduction	11
1 Background	11
2 Policy context	12
3 The ETF's mandate, vision and mission.	16
PART II: ETF strategy, strategic goals and annual objectives	19
1 Context: ETF strategy 2014-20	19
2 Context: 2014-17 mid-term perspective	19
3 2014 Work Programme objectives:	19
4 Key elements for operationalising the 2014 annual objectives	21
5 Assumptions	22
PART III: MAIN interventions	25
1 Evidence-based policy analysis	25
2 Thematic developments	29
3. Geographic operations	39
4. Knowledge management.....	62
5. Distribution of Title 3.....	63
PART IV: Governance, management, resources and communication	65
1 Governance	65
2 Stakeholder relations.....	65
3 Management.....	67
4 Resources	69
5 Communication.....	70
ANNEXES	73

ETF WORK PROGRAMME 2014

EXECUTIVE SUMMARY

Mandate and Mission

The European Training Foundation is a decentralised agency of the European Union. Its objective is to contribute, in the context of EU external relations policies, to improving human capital development, in its partner countries. 'Human capital development' is the work which contributes to the lifelong development of individuals' skills and competences through the improvement of vocational education and training systems.

EU policy

The EU's external relations policies and internal approaches to vocational education and training in a lifelong learning perspective shape the ETF's cooperation with its partner countries. EU internal approaches to training and skills, as well as their external dimension, provide inspiration for partner countries to reflect on the future of their VET systems. The initiatives presented in this Mid-term Perspective reflect how the EU shapes the global agenda on vocational education and training in a lifelong learning perspective, promoting the international dimension of the European policies. It shows that human capital and skills development are becoming a transversal issue for both internal and external EU policies.

Annual Objectives

This 2014 Work Programme is the first annual work programme of the Mid-term Perspective 2014-17. It contributes to the achievement of the four-year strategic **objectives and results** as follows:

STRATEGIC OBJECTIVES 2014-2017	ANNUAL OBJECTIVES 2014
Strategic objective 1: Reinforce evidence-based VET policy analysis	Annual objective 1: to reinforce partner country policy analysis capacity in the field of human capital development through the Torino Process and in other policy analyses (SBA, employability, NQF)
Strategic objective 2: Modernise VET systems in a lifelong learning perspective	Annual objective 2: to support partner countries in modernising their VET systems in a lifelong learning perspective.
Strategic objective 3: Increase the relevance of VET provision in respect of the labour market, economic and social cohesion	Annual objective 3: To increase the relevance of VET provision through innovative approaches.

The first annual objective comprises the ETF's work in its partner countries in the overall vocational education and training (VET) system policy analyses (undertaken as part of the Torino Process every two years), and the analysis of specific policy areas including the skills related dimensions of the Small Business Act assessments and analyses in the area of employment and employability as well as national qualifications frameworks.

The second annual objective approaches VET in a lifelong learning perspective and includes work in two thematic areas: inclusive multi-level governance and quality assurance.

The third annual objective covers the following thematic areas: qualifications and qualification systems, learning and teaching in VET, employment and employability, skills dimension of migration and mobility and entrepreneurial learning and enterprise skills.

Logic of intervention

The 2014 interventions are multiannual and have been selected following the principles of **focus, differentiation and impact-orientation**. The logic of intervention in each country is different according to specific policy needs and internal criteria for **prioritisation in the distribution of resources** - both financial and human, namely:

1. The strategic importance of human capital development in EU assistance;
2. The country's readiness and willingness to cooperate with the EU/ETF;
3. The expected impact/added-value of any ETF intervention; and
4. The sustainability of the intervention

Main interventions in 2014, by region

In the four regions in 2014 the Torino Process will focus on tracking progress achieved in the implementation of VET policies.

South Eastern Europe and Turkey:

Activities

Under the FRAME project¹, the 2020 visions and related roadmaps for implementation as well as the development of indicators for monitoring of progress made towards achieving the visions will be completed. The visions and roadmaps will also be validated through the 2014 Torino and Bruges Processes. The Small Business Act assessment will be carried out, as will country level interventions for the modernisation of VET systems and for the improvement of the relevance of VET provision.

Results

- Roadmap for the implementation of the South Eastern Europe Strategy 2020 and national strategies in the area of human resource development, and donor cooperation ensured.
- New approaches and methodologies developed through extensive stakeholder involvement at national level enhancing the implementation of human resources development strategies.

Southern Eastern Mediterranean:

Activities

Evidence-based policy analyses in all countries (Torino Process) and good practices shared in the region and beyond on skills to support SME creation and growth and scale up good practice; country level interventions for the modernisation of VET systems; qualifications and mobility; regional analysis and sharing of practices to support EU regional dialogue on youth and women's employability; and the 'Governance for Employability' (GEMM project).

¹ FRAME and GEMM are additional projects, complementary to the work done by the ETF through its subsidy but funded with additional earmarked funds (Title 4).

Results

- Enhanced regional policy dialogue and understanding in the areas of women and youth employability and entrepreneurial learning under the Union for the Mediterranean policy fora and ad hoc policy fora through the employability reviews,
- New approaches and methodologies for implementation of national qualifications frameworks, entrepreneurial learning, and multilevel governance developed and tested and capacities of stakeholders improved for their implementation
- Improved use of evidence through the Torino Process, support given to the development of national strategies (where relevant) and the of practices between countries in the region exchanged

Eastern Europe:

Activities

Evidence-based policy analyses in all countries (Torino Process) and SBA assessment on policies and practices of skills for small and medium-sized enterprises; country level interventions for the modernisation of VET systems; support to the Mobility Partnerships between the EU and Armenia, Georgia and the Republic of Moldova, focusing on the skills dimension of migration and mobility and the migration and mobility dialogue with Azerbaijan, sector and regional approaches for VET and socio-economic strategies.

Results

- Enhanced regional dialogue and understanding as well as the development of new approaches and methodologies in the areas of skills matching and skills for small and medium-sized enterprises; national qualifications frameworks, sector committees, education and business cooperation and career guidance, validation of non-formal and informal learning; training and skills for migration; and VET strategies.
- Better use of evidence and a greater awareness of EU reporting and benchmarking in Eastern Europe

Central Asia:

Activities

Evidence-based policy analyses in all countries (Torino Process); country level interventions for modernising VET systems and the school development project.

Results

- Enhanced regional dialogue and understanding as well as the development of new approaches and methodologies in the areas of national qualifications frameworks and teacher training, skills analysis and orientation, sector committees, education and business cooperation and career guidance school development and VET strategies.
- Capacities of national actors have been strengthened in Central Asia so that they are able to further develop and embed evidence-based policy making and use specific methodological instruments throughout the policy cycle, such as transition studies, tracer studies, institutional assessment and monitoring of HRD.

Resources

The organisational context for 2014 period will be characterised by static financial **resources** (in real terms), and reduced human resources.

At the same time, expectations as to what the ETF can deliver in terms of results and **compliance** with standards of **accountability** and **control** are expected to rise. In this context, the ETF must become more **effective and efficient** as an organisation and enhance its reputation, **trust** and recognition among stakeholders as a leading **centre of expertise on human capital development** and a soundly run organisation using public funds in a transparent way to achieve measurable results.

(m€)	Budget 2014 (million €)
ETF Subsidy Title 1 & 2	15.161
ETF Subsidy Title 3	4.983
Total Subsidy	20.144
ETF Title 4 (GEMM, FRAME)	0.915

Title 3 distribution.			
Region	Direct operational expenses	Other expenses	Total
SEET	971,594		1,556,193
SEMED	893,897		1,431,746
EE	818,323		1,310,700
CA	427,586		684,861
Other T3 expenses			
Communication		872,100	
Planning, Monitoring and Evaluation		250,000	
Missions		750,000	
Total	3,111,400	1,872,100	4,983,500

Contract	2014 (posts)
TA	94
CA	39
LA	2
SNEs	0
Total	135

According to the ETF's founding regulation (art. 16.5) the budget should be adopted by the Governing Board. It becomes final once the general EU budget is approved and is adjusted accordingly.

Added-value

ETF interventions are mainly at system and policy level with limited work on operationalising commonly agreed policy measures and an emphasis on monitoring them. Contrary to the role of other donors, the ETF does not bring significant amounts of funding to a country but supports EU external relations policies including development aid in the field of human capital development. This includes

expertise in adapting EU approaches to human capital development to the context of the partner countries and supporting the development of home-grown solutions.

ETF WORK PROGRAMME 2014

PART I: INTRODUCTION

1 Background

The ETF is a specialised EU agency that helps partner countries to harness the potential of their human capital. Its objective is to contribute, in the context of the EU's external relations policies, to improving human capital development in these countries. The ETF's work is planned according to a cascading principle from the strategic goals 2020, to the strategic objectives 2017 and to the annual objectives. The cascading continues with the operationalisation of the annual objectives from the multi-annual and corporate levels to the regional and country specific projects. Once the WP has been adopted by the Governing Board and the budget confirmed by the Budget Authority, implementation plans are developed. These plans contain details on the resources, activities and project outputs planned for the year. The identification, measurement and reporting of the impact of the ETF's work is therefore paramount in this context.

Therefore the ETF needs to define its interventions based on the challenges the different countries focus on:

1. *Differentiation*: The ETF adapts its intervention logic to the achievements or non-achievements in the countries. Realities are different amongst the partner countries as is the typology of interventions needed. In the countries where the policy areas and the institutional capabilities are more advanced, policy analysis and advice and capacity building have to become more focused and specialised [section I.2]. The consolidation of the ETF's expertise basis in the last years needs to be complemented with a more strategic approach agreed with the countries and the EU institutions. In the countries where less progress has been achieved the ETF has to create new conditions in order to foster progress in VET. Differentiation refers both to priority given to countries and to the modality of ETF's intervention in the country. ETF work in the countries in 2014 will be selected according to the priorities determined by national contexts and needs, the development stage of the policies [section III.2], progress in implementation in particular, and the partnership and networking opportunities. As a result the ETF will focus on a selected number of policy areas which are likely to bring more added-value and a higher impact.
2. *Impact-driven interventions*. In 2014, the ETF will start or continue projects linked to policy analysis and to implementation of the policy measures identified during the Torino Process 2012. Many of them will last longer than two years and the Torino Process 2014 will assess the progress achieved. Through this monitoring the ETF will secure that its interventions will have either the impact or the added value expected. The differentiated approach based on country priorities will also differentiate the type of effects that the ETF will have in the countries. For those considered a high priority by the EU institutions impact will be possible by the end of ETF Strategy 2020 with interim achievements in 2017 based on the annual targets. In other countries the focus will be on adding value. Other countries will mainly participate in dissemination activities or not receive any ETF assistance. In view of impact-driven interventions it is also important to have a wide representation of stakeholders such as the private sector, social partners and civil society organisations, including NGOs active in the youth and female employment and entrepreneurship, as well as executive and legislative policy leaders.
3. *Cooperation with other donors*. For evidenced-based policy analysis and for thematic expertise development the ETF will continue the cooperation with the members of the inter-agency group.

The ETF will continue to remain the global leader of in-depth holistic VET policy analysis and subsequent policy-making support. Although not donors, special attention will be given to the cooperation with EU agencies see part IV. For the interventions in all the countries and regions, complementarity will be analysed and included in the country implementation plans in a dedicated section.

4. *Support to EU development cooperation.* In 2014, the ETF will continue its work on the external dimension of the EU policies [section I.2.1 and part III]. The ETF will also continue its contribution to EU programming and policy cycle [part II].

ETF commitment to work towards impact achievement is also supported by the better articulation of the annual objectives with the MTP 2014-17 strategic objectives and by associating indicators and targets to respective annual objectives which will allow for effective and efficient monitoring.

Should the final resources and budget be reduced compared with the current allocation [see part II and IV], to keep impact of the ETF interventions the present work programme could be adapted in the following ways:

- Producing a macro-level negative prioritisation (to decide in which countries the ETF is going to work in each year of the multi-year perspective), and
- Based on the policy needs identified in this work programme, ensuring the coordination of ETF actions with the EU development cooperation support (i.e. The FRAME project will have an impact on the country strategy papers; a similar approach could be adopted in other countries and regions).

2 Policy context

2.1. European policy context

As presented in the ETF Mid-term Perspective 2014-17, the EU's external relations policies and internal approaches to education, training and employment shape the ETF's cooperation with its partner countries. EU internal approaches to education and training, as well as their external dimension, provide inspiration for partner countries to reflect on the future of their education and training systems. The initiatives presented in this chapter reflect how the EU shapes the global agenda on education and training, promoting the international dimension of the European policies. It shows that human capital and skills development are becoming a transversal issue for both the internal and external policies of the EU².

EU VET policies

Europe 2020 strategy and policy environment. The contribution of education and training to economic competitiveness is a main EU priority for the coming decade. The strategy covers three main priorities: smart growth, sustainable growth and inclusive growth and is complemented by seven 'flagship initiatives' Two of the flagship initiatives are of particular relevance, *Youth on the move*³ and *An agenda for new skills and jobs*⁴. In addition, since 2010, the *European Platform against Poverty*

² Annex 1 details the policies mentioned including internal policies with an external dimension (Education and Training: Rethinking Education; Employment: New skills for jobs; Enterprise: Small Business Act; Migration: Global Approach to Migration and Mobility) and the external relations ones (Enlargement, Neighbourhood, Development Cooperation). It shows the impact they have on ETF work in the countries. It also indicates the impact these policies have on specific activities and the geographical and thematic coverage in the work programme.

³ <http://bit.ly/bOvTFz>

⁴ <http://bit.ly/hhh3V4>

and *Social Exclusion*⁵ sets out actions to reach the EU target of reducing poverty and social exclusion by at least 20 million by 2020. **The Education and Training 2020 strategy (2009)**⁶ provides a strategic framework for European cooperation in education and training up to 2020 and sets four strategic objectives: Making lifelong learning and mobility a reality; Improving the quality and efficiency of education and training; Promoting equity, social cohesion and active citizenship and Enhancing creativity and innovation, including entrepreneurship, at all levels of education. Transparency and cooperation in VET between Member States are promoted by the **Copenhagen Process**, which links to the Education and Training 2020 strategy. Other initiatives in the field of VET include the **EC Communication “A new impetus for VET (2010)** and **The Communication “Rethinking Education: Investing in skills for better socio-economic outcomes” (2012)**

European tools and instruments

European Qualifications Framework (EQF). The EQF aims to relate different countries' national qualifications systems to a common European reference framework. A total of 27 of the 30 ETF partner countries are developing national qualifications frameworks (NQFs).

Validation of non-formal and informal learning.

European Credit system for Vocational Education and Training (ECVET).

European Quality Assurance in vocational Education and training (EQAVET).

EU Skills Panorama Initiative

External relations policies and instruments

The **EU's Enlargement policy** guides the process of expanding the EU through the accession of new Member States. The new **Instrument for Pre-accession Assistance (IPA II)** aims at a more coherent and strategic approach to pre-accession assistance focusing on five overarching policy areas. The ETF will also use the **SEE 2020 Strategy** and the **Danube Strategy** as references to inspire ETF actions in the countries.

The **Neighbourhood policy**⁷ is the EU's strategy for cooperation with 16 neighbouring countries⁸. The **European Neighbourhood Instrument (ENI)** will support deeper political cooperation, closer economic integration with the EU and an effective and sustainable transition to democracy in line with **‘A new response to a changing Neighbourhood’, A partnership of democracy shared prosperity with the southern Mediterranean**⁹ (2011) and within the the **Union for Mediterranean (UfM)** framework. Within the **Eastern Partnership** the ETF is active in Platform 4 “Contacts between people” and Platform 2 “Economic integration and convergence with EU sector policies”.

The **“Strategy for a new enhanced partnership with Central Asia”** the **EU-Central Asia Education Platform** shape the work in Central Asia.

⁵ <http://bit.ly/u8mdKT>

⁶ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2009:119:0002:0010:EN:PDF>

⁷ <http://bit.ly/9i6DWN>

⁸ The European Neighbourhood Policy is a collaborative approach between the EU and participating countries to foster stability, security and prosperity in the economies in proximity to the EU

⁹ <http://bit.ly/pbxTcu>

Among other policy documents relevant to the ETF's work is the **Communication increasing the impact of the EU Development Policy: an agenda for change**¹⁰.

Other relevant policies include the **European Union's Small Business Act**¹¹ the **Communication from the Commission, Small Business, Big World — a new partnership to help SMEs seize global opportunities (2011)**¹², **2012 Industrial Policy Communication Update**¹³ and the **Entrepreneurship 2020 Action Plan (2012)**

The European Commission Communication on migration (2011), and the **Global Approach to Migration and Mobility (GAMM)**, provide the overarching framework of the EU external migration policy

EU Presidency programmes

The ETF will follow closely the agenda of the Greek and Italian EU Presidencies and co-operate with them and the European Commission to ensure appropriate links.

2.2 Partner country context

The ETF's partner countries cover a wide range of regions, socio-economic backgrounds and human development issues. The situations of SEET, Russia, Eastern Europe (EE), Central Asia (CA) and SEMED are very different¹⁴, and all are engaged in profound changes linked to specific demographic, economic, social and political contexts.

In 2010 and 2012, the ETF has carried out the biennial Torino Process as a means of the identifying national policy needs: what has been achieved, what are the remaining challenges, which are the priorities for the next period.

The Torino Process confirms that, while the development needs of the partner countries are diverse, and strongly linked to the country context, there is a certain degree of converge in policy needs as policy makers seek to place VET in a lifelong learning context. Partner countries are inspired by the international debate among experts about VET: VET matters in both an educational and an economic context, being an instrument for short and long term employability; countries are aware of the important contributions of VET to social inclusion and growth and competitiveness; they are also aware of the need to pursue VET reforms as a long term process, in connection with other segments of the education systems and employment and that there is a need for persistent effort¹⁵. As stated in the 2013 Torino Process Declaration, countries are also eager to focus on the impact of policies and strategies, moving from policy design to policy implementation, and eventually evaluation. Last but not least, the results of the Torino Process highlight the need for continuous attention to the capacity building of stakeholders that have to design and implement reforms in the countries. The big challenge for all countries is to enhance the relevance of VET provision to the needs of the labour market. That is the main engine to foster innovation in VET.

¹⁰ <http://bit.ly/peXzD0>

¹¹ <http://bit.ly/7alt3C>

¹² <http://bit.ly/zPdelm>

¹³ <http://bit.ly/PRRjFY>

¹⁴ Therefore, EU assistance to the partner countries requires a differentiated, progressive, and benchmarked approach, COM (2003) 104 final.

¹⁵ ETF, Torino Process Cross Country Report 2012

Vision

The Torino Process documents the move in the partner countries from the initial need to raise awareness of the importance of VET among all key stakeholders to the elaboration of a shared vision and a strategy sector wide in most countries. Partner countries' visions are developing with ambitious and comprehensive goals, even if not developed and unified through broad consultation and participation.

External efficiency: responding to economic demand.

As regards economic efficiency, although all countries have different levels of socio-economic development, the ETF partner countries largely share difficult labour market conditions. The awareness in the countries about the need for VET systems to give relevant responses to the local, regional and international labour markets has grown during the years, as the Torino Process illustrates. Thus the need to keep on working on areas such as the link of VET with employment and employability, entrepreneurial learning, skills for SMEs creation and growth, migration and skills, and work-based learning mechanisms. This is a cross cutting theme in all regions as it builds a platform for qualifications and competence that can feed into continuing learning, develops entrepreneurial competence and enhances employability.

External efficiency: responding to social demand

Despite the fact that awareness about the role that VET systems can play in terms of increasing social inclusion for vulnerable groups has grown in the countries in the past years, the Torino Process shows that this is a topic with ample room for further development.

Internal efficiency

Under the Torino Process, this building block mostly addressed issues related to the internal quality of the systems. Evidence from the reports indicates that partners are aware that better educational quality depends on a range of elements: Teacher and trainer training; Effective school management; Qualifications, Curricula, textbooks; VET infrastructure - buildings, technology and equipment and vocational school-business cooperation. While improving the attractiveness of VET remains a challenge, in nearly all the countries the development of qualification frameworks and associated quality-assurance approaches reveals significant national efforts towards achieving better quality in training delivery.

Governance

Governance emerges in the Torino Process as one of the areas where more is happening, although more efforts and support will be needed in the coming years. The analysis reveals that countries must move towards good, participatory and anticipatory governance modes, and that the multi-level governance approach both vertical (national, regional, sectoral, local) and horizontal (multiple stakeholders at each decision-making level) is applicable to all the countries within their context national specific needs. Progress has been made across the regions, and initiatives and examples can be found in diverse forms which involve greater partnership, coordination and sharing of responsibility between government, business and civil society at different levels. The challenge is to ensure that the partners are aware of, and empowered to play their role at national and local level.

In terms of financing, in general VET is perceived as the poor relative. Against a background of resource constraints, the four regions reveal multiple policy strategies: improving efficiency in the allocation and use of funds, such as per capita approaches; private – public partnerships; vouchers and private sector contributions and the use of business technology or equipment. There is also a greater awareness of the need to align donor investment with national priorities.

In summary, the partner countries are keeping skills development high on the agenda. Policy makers have a better sense of what needs to be done in terms of policy priorities, and access to the

experiences of other countries, thanks also to the Torino process. This implies that to move skills forward we need a strong link between policy formulation and implementation.

3 The ETF's mandate, vision and mission.

3.1 Mandate

In 2014, the ETF will continue to act within the recast regulation adopted in December 2008 specifies that the ETF is to contribute, in the context of EU external relations policies, to human capital development, defined as work that contributes to the lifelong development of individuals' skills and competences through the improvement of vocational education and training systems.

It also places the ETF's activities in the policy driven approach to external assistance contained in the Instrument for Pre-Accession Assistance (IPA-II), the European Neighbourhood Instrument (ENI) and the Development Co-operation Instrument (DCI). These instruments put greater emphasis on supporting partner countries in the definition and implementation of strategies aligned with national policy priorities.

The mandate defines the themes and functions framing the ETF's work¹⁶. Since 2010 (with the introduction of a new ETF planning policy¹⁷), planning and implementation have followed a three dimensional approach: geographic¹⁸, functional and thematic. In carrying out its mandate, in 2014, as in the entire period of the mid-term perspective 2014-17, the ETF will base its work on the three core themes described below (for more detailed information concerning the thematic priorities included in each core theme, see part III):

A. Evidence-based VET policy analysis

This core theme comprises the country overall VET system policy analyses undertaken as part of the Torino Process every two years with a holistic approach [see section III.1.1] and the analysis of specific policy areas [see section III.1.2]. The latter includes the skills related dimensions of the Small Business Act assessments, and analyses in the area of employment and employability as well as on national qualifications frameworks.

B. Modernisation of the VET system

This core theme that approaches VET in a lifelong learning perspective, includes the work in two thematic areas of VET: multi-level governance and quality assurance.

C. Innovative approaches for increased relevance of VET provision in respect of labour market, economic and social cohesion

This core theme covers the following thematic areas: qualifications and qualification systems, learning and teaching in VET, quality in VET, employment and employability, skills dimension of migration and mobility and entrepreneurial learning and enterprise skills.

¹⁶ Article 1.1. defines the partner countries, art. 1.2. the policy areas (themes) and art. 2 the functions.

¹⁷ Director's Decision ETF/10/DEC/0032, 6 December 2010.

¹⁸ Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Egypt, the former Yugoslav Republic of Macedonia, Georgia, Iceland, Israel, Jordan, Kazakhstan, Kosovo (this designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence - hereinafter 'Kosovo'), Kyrgyzstan, Lebanon, Libya, Republic of Moldova, Montenegro, Morocco, Palestine, Russia, Serbia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine, and Uzbekistan. The recast regulation also introduces potential flexibility in the ETF's geographical scope, to allow the Commission to use the ETF's expertise outside the 30 partner countries and territories it presently assists (Article 1 (c),)

Furthermore, the ETF will continue to perform four functions:

F1 – support to the European Union;

F2 – capacity building;

F3 – policy analysis; and,

F4 – dissemination and networking

3.2 Vision for 2017

The ETF's vision is to make vocational education and training in the partner countries a driver for lifelong learning and sustainable development, contributing to competitiveness and social cohesion.

3.3 Mission

The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.

As stated in the vision, the ETF's work on education and training is focussed on holistic vocational education and training in a lifelong learning perspective.

3.4 ETF principles of action

In defining its activities, the ETF will respect the following principles:

- The ETF is an EU agency that provides impartial, non-commercial expertise on public policies for human capital development in its partner countries.
- The ETF encourages ownership and broad participation among relevant stakeholders. In this regard, the ETF supports consensus building and mutual learning among partner country actors, thus connecting policy analysis and agreements about policy choices and implementation. Ownership and participation are the condition for sustainable development, contributing to enhance the resilience of national systems both from the economic and social point of view and from the capacity of the national organisations to cope with challenges and uncertainty.
- The ETF believes in a holistic policymaking approach that takes into account the context of each country and is based on evidence. VET is considered in a broad context in terms of its links to employment, social inclusion, enterprise development, competitiveness and sustainable development.
- The ETF's priorities evolve constantly according to changes in its operational environment, EU priorities and specific requests from the European Union. The ETF focuses on priorities that have a high impact with the resources available.
- The ETF, as an EU agency, ensures consistency between its work in the partner countries and its support to programming within EU development cooperation instruments and projects.

PART II: ETF STRATEGY, STRATEGIC GOALS AND ANNUAL OBJECTIVES

1 Context: ETF strategy 2014-20

In the framework of the 2014-17 mid-term perspective, the 2014 Work Programme describes the activities that will contribute to the achievement of the ETF's strategic goals as follows:

Goal 1: Evidence-based policy making: to support partner country intelligence and capacities at all stages of the VET policy cycle, bringing innovation and sustainable development;

Goal 2: EU policy support: to support the external dimension of EU policies in human capital development;

As a result, the ETF will contribute to the following long-term results in the partner countries,:

- More effective VET policy making with better governance;
- Increased employability and enhanced social and territorial cohesion.

Goal 3¹⁹ and **Goal 4**²⁰ of the ETF Strategy 2014-20 are key horizontal principles that underpin all activities that the ETF carries out. As a result, there will be increased accountability and trust in the organisation, and expertise that will benefit the partner countries will be developed and consolidated [see in particular sections I.2, III and IV].

2 Context: 2014-17 mid-term perspective

The 2014 Work Programme will contribute to the achievement of the 2014-17 mid-term perspective strategic objectives.

Strategic objective 1: Reinforce evidence-based VET policy analysis.

Strategic objective 2: Modernise VET systems.

Strategic objective 3: Increase the relevance of VET provision in respect of labour markets and economic and social cohesion.

3 2014 Work Programme objectives:

Annual objective 1: to reinforce partner country policy analysis capacity in the field of human capital development through the Torino Process and in other policy area analyses (SBA, employability, NQF)

- Indicator 1.1: % of partner countries undertaking self-assessments in the Torino Process policy analyses

Target 1.1: By 2014, 70% of participating partner countries undertake self-assessments or ex-ante impact assessments.

¹⁹ Goal 3: Partnership and communication: to strengthen cooperation and communication with key stakeholders playing an active role in human capital development.

²⁰ Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency.

- Indicator 1.2: Draft SBA assessment (in the chapters the ETF is responsible for) completed and issued to EE partner countries

Target 1.2: By the end of 2014, SBA assessments completed in 100% of the EE participating countries.

- Indicator 1.3: Number of partner countries participating in the inventory on NQF

Target 1.3: Reporting about NQF developments in at least 80% of the countries

- Indicator 1.4: EC requests for employment analyses completed

- Target 1.4.: 100% of requests completed

Annual objective 2: to support partner countries in modernising their VET system in a lifelong learning perspective

- Indicator 2.1: Development of multi-level governance in VET in the partner countries

Target 2.1.1: Best practice in multi-level governance (i.e. entrepreneurial communities) disseminated in the corporate conference, November 2014.

Target 2.1.2: VET policies at regional level supported in Morocco, Tunisia and Ukraine

Target 2.1.3: Handbook on foresight methodology from FRAME disseminated in SEET

Target 2.1.4: Monitoring tool from FRAME used for the Torino Process

Target 2.1.5: Multi-country analysis on governance of VET systems finalised through GEMM

- Indicator 2.2: EU VET quality assurance policy and tools adapted to the context of partner countries

Target 2.2: Belarus, Tajikistan and Bosnia and Herzegovina as well as SEMED through GEMM supported in the development of VET quality assurance policies

Annual objective 3: To increase the relevance of VET provision through innovative approaches.

- Indicator 3.1: Qualifications development

Target 3.1.1: draft methodology for comparison of qualifications developed and presented to the EuroMed strategic committee on qualifications and mobility.

Target 3.1.2: concept notes on NQF governance in Lebanon and Morocco elaborated.

Target 3.1.3: Palestinian multi-stakeholder group supported to develop learning outcome-based qualifications in Area C.

Target 3.1.4: NQF development in SEET and its implementation with referencing to EQF and linking VET and higher education.

Target 3.1.5: sharing experience on value and limitations of NQFs as tools for VET Reform through corporate conference in April 2014

- Indicator 3.2: Work-based learning assistance

Target 3.2.1: Best practice in work-based learning disseminated in SEET

Target 3.2.2: In-service teacher training pilots mainstreamed in Montenegro.

Target 3.2.3: Dissemination of teacher training handbook developed by ETF.

Target 3.2.4: Dissemination of flagship publication on work-based learning in ETF partner countries

- Indicator 3.3: Support partner countries to develop and use labour market information for policy making

Target 3.3.1: Methodological support to tracer studies in Armenia and Kyrgyzstan and skill needs analysis at regional level in Morocco.

Target 3.3.2: Anticipation and matching of skills guidelines applied in Ukraine and shared with Eastern Partnership countries.

Target 3.3.3: Support to the revision of employment policy in Kosovo.

- Indicator 3.4: Identification of successful migration and mobility policy from skills and employment perspective.

Target 3.4: Inventory of successful skills related measures for emigrants and returnees

- Indicator 3.5: Support partner countries to promote entrepreneurial learning

Target 3.5.1: Customised policy improvements and/or programme concepts based on specific requests from the EC and the EEAS.

Target 3.5.2: Pilot project on introduction as a core competence in vocational secondary schools completed and lessons learned shared in Lebanon.

4 Key elements for operationalising the 2014 annual objectives

2014 objectives, indicators and targets have been identified according to different sources:

- the country and regional policy analyses produced biennially as part of the Torino Process combined with other analyses of developments in the countries that conclude with a number of policy area needs [section III.1];
- EU policy developments and assistance, both in external relations and internal policies with an external dimension [section I.2];
- the current or future availability of expertise in different thematic/policy areas at the ETF [section III]; and
- the work done in the partner countries by donors, and the complementarity among them in terms of the added-value they can bring;

The result of this identification process is represented by the thematic areas within which the ETF tailors its interventions in the different regions and countries in a multiannual perspective that includes the year 2014, following the principles of focus, differentiation and impact-orientation [section III].

The logic of intervention in each country is differentiated according to specific policy needs and internal criteria for prioritisation in the distribution of resources - both financial and human, namely:

1. The strategic importance of human capital development in EU assistance for the country, including both the overall strategic importance of the country for the EU (i.e. existing contractual relations) and the role of human capital development in the development cooperation envelope;
2. The country's readiness and willingness to cooperate with the EU/ETF to meet mutual accountability and conditionality (i.e. "more for more") to secure the potential sustainability of EU/ETF interventions, including the importance of human capital development in national policies; the commitment of stakeholders to human capital reform, and specifically VET and skills development and the country's commitments to making resources available to implement reforms; and
3. The expected impact/added-value of any ETF intervention, including the importance of human capital development in national policies; the commitment of stakeholders to human capital reform, and specifically VET and skills development; meaningful ETF interventions to support country needs through a focused, differentiated and impact-oriented approach and complementarity with other donors in human capital development in the country, the willingness to cooperate with the EU/ETF and the potential sustainability of ETF interventions.
4. The sustainability of the interventions

The main interventions of the ETF defined by the above elements are presented in part III. They are justified by the achievements in the countries during the previous MTP and the remaining challenges. The objectives of the interventions are formulated using a gap analysis approach, to address what is missing in view of structural changes in the countries in the field of VET. The ETF interventions, as such, are defined on the basis of the functions in the ETF's founding regulation, and are based on the different policy positions and methodologies elaborated in the MTP 2010-13 inspired by the relevant developments in the EU.

From 2014, the ETF will clearly identify the desired results (outcomes) based on the geographical scope of the European external policy instruments and article 1.1 of its founding Regulation²¹. With this, it will incorporate the results value chain at all levels of its planning, implementation and reporting, as defined by different organisations active in development cooperation (including DG DEVCO).

The expected results at regional level for 2014 are presented in part III.

The ETF delivers its work on human capital development through projects that use the European Commission's Project Cycle Management methodology and therefore it is already using logical frameworks for all its projects. From 2012, the ETF also has used one nested logical framework for the entire four-year period (2010-13) to illustrate its longer-term intervention logic and its impact. The ETF applies result-based management and for the past two years has been successfully recording its work in a 'dashboard' that covers the planning, monitoring and reporting stages of the project cycle.

The next section defines the main interventions the ETF will implement in 2014. In each sub-section the achievements from the previous MTP, the present challenges and the actions to be implemented by the ETF are presented.

5 Assumptions

These annual objectives are defined on the assumption that the resources and staff foreseen in the EC proposal for a Multi-annual Financial Framework for the ETF will be available, i.e. 135 posts for

²¹ The new Instrument for Pre-accession Assistance (IPA II), the European Neighbourhood Instrument (ENI) and the Development Cooperation Instrument (DCI) for Central Asia.

2014 and €20.144 million (€4.983 million for title3) made up of contributions of €20,018,500 from the European Parliament (subvention) and €125,000 from DG EC, which corresponds to the amount reimbursed by the ETF in 2012.. The annual objectives will be achieved by means of the activities described in Part III. According to the ETF founding regulation (art. 16.5) the budget shall be adopted by the Governing Board. It shall become final following the adoption of the general EU budget of the European Union and adjusted accordingly if necessary.

With the already severe decrease of the average allocation per country on Title 3 from €178,167 in 2012 to €158,402 in 2014, the ETF has reason to reiterate its concern about the achievement of the expected impact at country level. Therefore the assumption is that countries will be prioritised and those ranked by the EU institutions as having a high priority will be the ones for which the budget allocation should allow impact achievement.

The distribution of the subsidy in the Work Programme 2014 will be the following²²:

By core theme:

- A. Evidence-based VET policy analysis: 59% (€11.919 million)
- B. Modernisation of the VET system: 15% (€2.963 million)
- C. Innovative approaches for increased relevance of VET provision in respect of labour markets and economic and social cohesion: 26% (€5.626 million)

By main intervention:

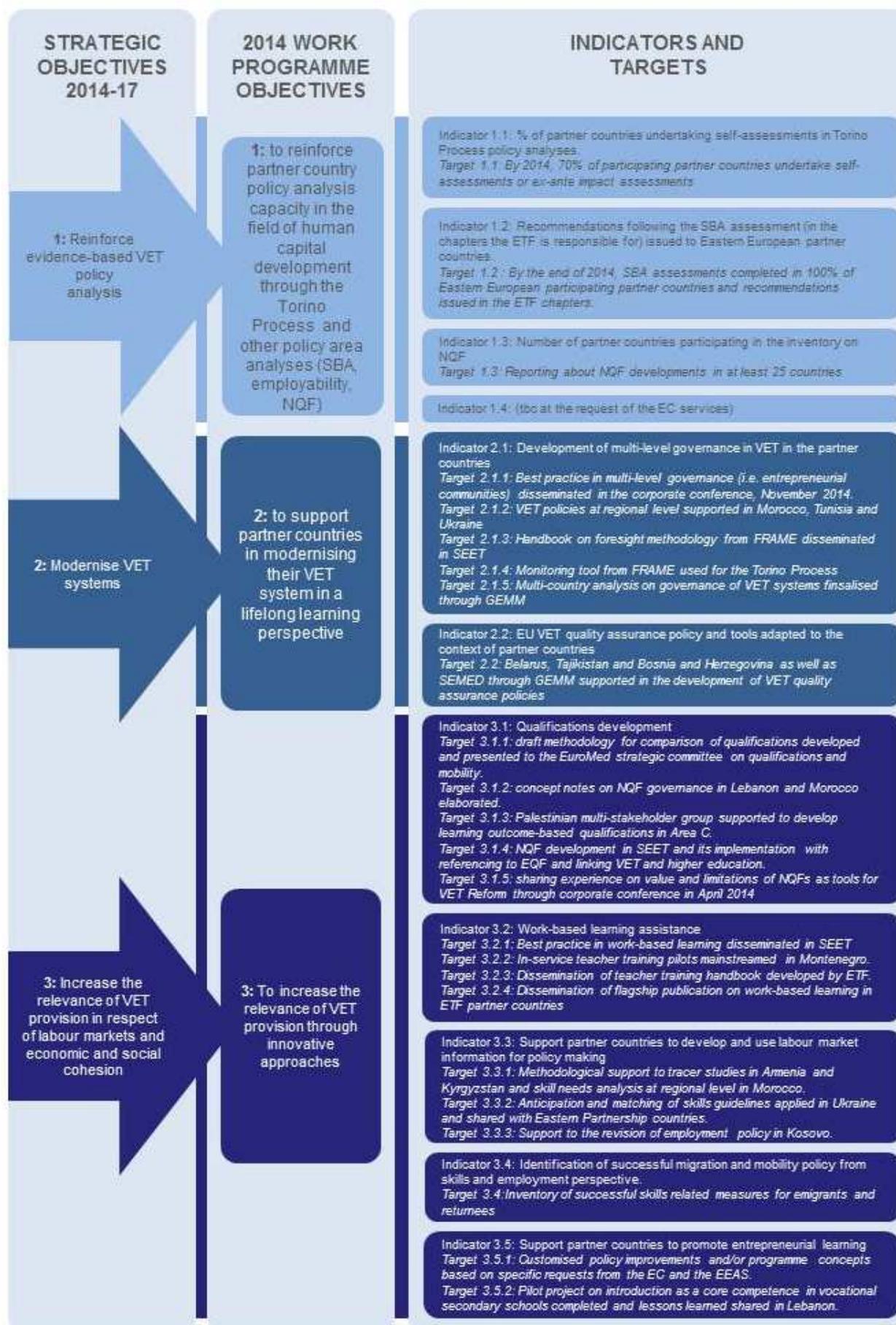
- 1. Torino Process: 12% (€2.507 million)
- 2. Thematic development: 17% (€3.379 million)
- 3. South Eastern Europe and Turkey: 22% (€4.456 million)
- 4. Southern and Eastern Mediterranean: 20% (€4.099 million)
- 5. Eastern Europe: 19% (€3.743 million)
- 6. Central Asia: 10% (€1.961 million)

By function:

- F1. support to the European Union: (20% (€4.029 million)
- F2. capacity building: 30% (€6.043 million)
- F3. policy analysis: 40% (€8.058 million)
- F4. dissemination and networking: 10% (€2.014 million)

²² Figures and percentages using Activity Based Budgeting method. See Annex 6 for details.

ETF strategic objectives, annual objectives, indicators and targets



PART III: MAIN INTERVENTIONS

1 Evidence-based policy analysis

1.1 Evidence-based VET system analysis: the Torino Process

Definition and overall objectives

The Torino Process is a participatory process leading to an evidence-based analysis of vocational education and training (VET) policies in a given country. It is carried out to build consensus on the possible ways forward in VET policy and system development. This includes the determination of the state of the art and vision for VET in each country and, in subsequent periods, an assessment of the progress that countries are making in achieving the desired results. The added value of the Torino Process lies in its participative character (the process itself) and in the fact that it embeds VET within the socio-economic context. Torino Process aims at ensuring that the analysis is informed by relevant evidence and takes place through structured dialogue. In this respect, the ETF helps countries to gather information from different sources and fosters policy dialogue at all policy cycle stages (policy identification, formulation, programming, implementation, monitoring and evaluation) based on the networking of in-country stakeholders. In short, the Torino Process proposes to the partner countries an overall system of policy analysis, done with the countries, for capacity building purposes too and not as external evaluations. The final aim is all countries to carry out robust evidence based self-assessment exercises and ETF to facilitate peer reviews with other partner countries and EU member states.

The Torino Process informs the ETF's recommendations to the EU's external assistance instruments and serves as a basis for the design of the support strategy to partner countries.

The Torino Process has been inspired by review and learning processes at EU level, notably the Bruges-Copenhagen Process in VET. It is founded on the following four principles: Ownership by the countries of process and results, broad participation in the process, a holistic approach to VET and evidence based assessment for the analysis.

ETF's interventions for capacity building and policy analysis include as well the Torinet project, mentioned below in this same section. Torinet carries out specific capacity building actions in the partner countries, which are geared towards supporting them in being able to better implement the different Torino Process modalities and addressing other capacity building needs identified not only during the implementation of the Torino Process but also in ETF's other activities in support to the countries.

Background

The Torino Process has been run in two different rounds, the first one in 2010 and the second one in 2012, including most of the ETF partner countries. The 2010 round aimed at introducing the concept of evidence based policy analysis in the partner countries, while the 2012 concentrated in setting up a solid baseline for future reporting by the countries on progress in the different dimensions. In both rounds, country reports were prepared, followed by regional reports and a final cross-country report. Each edition culminated in a major international conference (held in Turin in 2011 and in 2013, respectively). The edition of 2012 included as well four regional conferences to discuss the results of the regional reports, some of them held at Ministerial level. Some of these events (in the case of

SEMED and SEET) included discussion of the outcomes of the Torino Process analysis at the highest level in the so called Policy Leaders' Forums²³.

Since 2010, the Torinet project to support capacity building in the partner countries has been developed hand in hand with the implementation of the Torino Process

Justification

The assessments carried out both by ETF and by external evaluators of the Torino Process coincide in stressing the positive perception of the Process in ETF's partner countries, as a useful tool for policy analysis, for identification of priorities and challenges, and as a first step in the road towards evidence based policy making in the countries. Donors and international VET expert organisations have also reacted positively to the products of Torino Process, both country and regional reports. The biennial format mirrors the reporting cycle for the EU Bruges-Copenhagen Process, and consequently accentuates the opportunity for policy learning between the EU and partner countries on VET policies and the development of tools and instruments. Last but not least, the fact that Torino Process is run in most of the partner countries of ETF opens the door to potential benchmarking among countries and towards the EU.

The main challenge that Torino Process is facing is the still limited capacity in most partner countries for producing and using sound evidence in policy making in VET. That is why Torino Process fosters capacity building actions (e.g through the Torinet project) in particular in the alternate years between one round and another. But the implementation of Torino Process in itself, with ETF support to the countries, represents a unique possibility to foster awareness about the importance of evidence in policy making and to create further capacity while doing. This is one of the main reasons for continuing the implementation of Torino Process in 2014.

Other important challenges include the need to increase ownership and participation in some of the countries, as well as the possibility to move from the phase of policy design into policy implementation and therefore foster the countries' abilities to report on progress.

Objectives

The Torino Process will run its third edition in 2014 in most ETF partner countries. While the overall objectives of Torino Process as described in the first section of this chapter remain unchanged and are applicable to the 2014 edition, there is also evolution in Torino Process 2014. The main objective for the next phase is to make Torino Process gradually a policy analysis approach to support policy making in the partner countries through policy learning. This implies moving Torino Process closer to the heart of the policy cycle and through its different phases. It also implies to use the Torino Process as a tool to assist policy makers (governments and relevant stakeholders) in choosing a course of action from among complex alternatives under uncertain contextual conditions.

Under this vision, Torino Process 2014 will pursue the following objectives:

- Enhance the use of evidence available in the countries for a differentiated implementation of the analysis, the priorities identification and policy options selection
- Put a stronger focus on reporting on progress since 2012 and with special attention to the policy areas where each country has a main policy interest, including those assisted by the ETF.
- Create conditions for initial benchmarking for those countries interested (in particular candidate countries but not only)

²³ The SEMED meeting involved only the Arab Mediterranean countries

- Increase country ownership of the process and participation of relevant stakeholders
- Continue building capacity in the countries for evidence-based policy analysis and policy making by involving policy leaders, representing executive and legislative institutions and civil society, as well as members of the policy networks at different policy cycle stages.

In 2014 the candidate countries will participate in the Bruges Process, where progress will be measured against the priorities set in the Bruges Communiqué. The ETF will support the candidate countries in reporting on the 22 short term deliverables to improve the quality of VET. The Torino Process and the Bruges Process complement each other, with analytical reviews informing each other for long-term policy planning and implementation.

Activities

The ETF will launch country policy analysis in most partner countries²⁴ in early 2014. This will be preceded by a revision of the methodology (analytical framework, indicators, and process modalities and description), to take place in the second half of 2013, based upon the experience and assessment of the two previous rounds. In order to maintain the value of the exercise, the overall format and approach for the Torino Process are expected to remain constant. However, the ETF will continue to fine-tune the framework and indicators based on further developments of the Copenhagen/Bruges reporting exercise, the work of the Inter-Agency Group led by UNESCO, and under the G20 framework following the 2010 Seoul Summit. This is intended to facilitate synergy and policy learning between the ETF partner countries and the policies, tools and instruments under the Enhanced EU Cooperation in VET. The analytical framework and indicators will include the necessary flexibility to be able to capitalise on the results from EU programmes implemented by ETF such as FRAME in SEET (in particular on the issues of vision and strategic cohesion) and GEMM in SEMED (in governance and quality). Torino Process will also valorise as evidence for the policy analysis the reports produced with the SABER methodology of the World Bank in those countries where they have been implemented.

The modalities of implementation of Torino Process will be somehow diversified in 2014, as exemplified in the Table of activities below. There will be three modalities of implementation:

- **ETF supported assessment** for those countries that will chose a stronger lead and support from ETF in the organisation of the process and in the preparation of the country reports (Algeria, Bosnia and Herzegovina, Egypt, Kyrgyzstan, Lebanon, Morocco, Tajikistan, Tunisia, Turkmenistan, Uzbekistan).
- **Country led self-assessments** for those countries that will choose to draft their own country reports. Some requirements will be proposed to these countries in order to be able to guarantee the applicability of the 4 principles of TRP as well as the quality assurance of the reports (Albania, Armenia, Azerbaijan, Belarus, Georgia, Israel, Kazakhstan, former Yugoslav Republic of Macedonia, Republic of Moldova, Montenegro, Palestine, Russia, Serbia, Turkey). The ETF is considering organising peer reviews for those countries expressing an interest and proving to have all elements of a reliable and robust self-assessment process, at the beginning of 2014.
- **Pilot countries carrying out an ex-ante impact assessment.** In at least one country per region (Kosovo, Jordan, Ukraine) is proposed to carry out the exercise (be it ETF supported or country led) for selection of policy options out of a number of relevant policy alternatives to the challenges identified in selected areas. These will include work on costing/budgeting of reforms through the respective policy alternatives.

²⁴ Does not include Iceland and Syria, which do not participate in the process, or Libya which carried out the analysis in 2013.

For the candidate countries, the objective is that ETF through Torino Process 2014 will support the countries in preparing to carry out a robust policy analysis on the 22 short term deliverables of the Bruges Communiqué for improved quality VET and to encourage more individuals to make wider use of vocational learning opportunities.

In addition, in 2014 there will be a validation of the roadmaps 2020 for coherent long-term HRD policy making done under the FRAME project. The 2014 Torino Process in SEET will capitalise on this policy exercise through monitoring and incorporating the results.

The preparation of the Torino Process country reports will be followed by the elaboration by ETF of four regional reports (SEET, EE, CA and SEMED) that will be discussed in four regional events for the purposes of sharing and validating results, peer learning and dissemination of good practice. These events will take place in the last quarter of 2014 and in the first quarter of 2015. Some of these events will take the form of PLF (Policy Leaders' Forums) including ministers and parliamentarians (like for the SEMED and SEET regions)²⁵.

The ETF will also elaborate, as in previous editions, a cross country report. The 2014 edition will culminate with a major international conference to be held in mid-2015, with representatives from all the partner countries, EU member states and the international VET expert community and development partners.

In case of Bruges/ Copenhagen reviews for the candidate countries, the ETF will continue the cooperation with Cedefop under the DG EAC coordination, for assuring a robust and relevant contribution of each country and of the region to the overall report

During 2014, the ETF will continue to develop the guidelines and capacity building support to partner countries who take part in the Torino Process, by encouraging self-assessment capabilities for participatory, holistic and evidence-based policy analysis. This support will take two forms. Firstly, the ETF will continue to develop its dedicated and exclusive capacity support bringing together policy leaders from the executive and legislative functions in policy leader forums which were launched in 2011-13 in SEE and SEMED, as mentioned above Secondly, at a more technical level, the ETF will provide coaching on evidence-based policy making techniques for officials, practitioners, researchers, and statisticians from public and private sector institutions under the Torinet capacity building project. This is expected to result in an increasing trend for partner countries to perform self-assessments under the Torino Process as opposed to analyses carried out by the ETF.

As in previous years, the ETF will reinforce its tools and procedures to systematically construct its work programme actions on the outcomes of the Torino Process, so the process becomes established as the living reference for ETF planning and daily support to the countries.

Expected results

- Methodologies and tools are further developed to support institutions in the countries to increasingly carry out robust policy analysis informing the development and implementation of the VET reforms by themselves;
- Policy analysis reports elaborated for all participating countries and for all the regions;
- The policy analysis on the 22 short term deliverables of the Bruges Communiqué carried out and will be part of the EU report done by Cedefop; roadmaps 2020 for SEET validated in 2014;

²⁵ For SEMED with Policy Platform will be focusing on the Arab Mediterranean countries

- Capacity building on policy analysis and policy making in relation to the Torino Process work and through Policy Leaders' Forums: at least one country will operate as a knowledge cluster in each region.

1.2 Evidence-based analysis of VET policy areas

The policy areas analysis include SBA assessments focussing on the skills related dimension, analysis in the area of employment and employability as well as on national qualification frameworks. They will be introduced in the following section 2 on thematic developments under the thematic areas entrepreneurial learning and enterprise skills, employment and employability and qualifications and qualifications systems.

Objectives, activities and expected results for:

- SBA assessments are under section II.2.7
- employment and employability analysis are under section II.2.5
- work on national qualification frameworks are under section II.2.1

Evidence-based policy making projects

Number	Project	Objective	Countries	Project Funds 2014	Expected duration
TBA	Torino Process 2014	Policy analysis	All countries (except Iceland, Libya (which carried out the exercise in 2013) and Syria)	155,000	2014-15
Total				155,000	

2 Thematic developments

Overall, the ETF is guided by the principle of ensuring policy coherence between vocational education and training, employment and private sector development as a way of increasing competitiveness and creating inclusive societies in the partner countries. The ETF adopts a holistic approach to VET, using a broad concept for both young people and adults, initial and continuing training, for students, unemployed or employed people, and adhering to a system approach, taking into account not only the system elements and how they communicate, but also how the VET system responds to the economic and social environment in which it operates. Holistic also refers to formal, informal and non-formal types of training.

Over the 2014-20 period, the transversal policy objectives to be addressed are social inclusion, competitiveness and, more generally, sustainable development. Innovation is also a transversal issue, both in what refers to the continuous improvement of systems and to the new approaches to develop methodologies and tools in support of changing the VET practice. In addition, the policy areas: Qualification and qualifications systems; VET Governance; Learning & Teaching in VET; VET Quality Assurance; Employment & Employability; Skills dimension of Migration & Mobility; Entrepreneurial Learning & Enterprise Skills described below are considered to be of strategic importance for ETF work in the partner countries and are the subject of expertise development so as to better support ETF operations in the countries and regions.

Within each of these multiannual and corporate thematic priority areas, ETF's objective is to

- develop methodological instruments and approaches to support ETF operations in the partner countries taking into account (i) countries policy developments and needs, (ii) EU policies in the fields of VET, employment, social inclusion an entrepreneurship and (iii) international developments
- monitor closely policy developments in the ETF partner countries
- facilitate knowledge dissemination and knowledge sharing on policy developments in the ETF partner countries and the EU.

Expected results

- Customised policy advice and targeted interventions to the needs of the ETF partner countries
- Well informed advice to the EU as a contribution to the programming of its assistance to the partner countries and policy dialogue
- Enrich the international debate on VET development in developing and transition countries

Specific activities to achieve these objectives are presented below under each thematic area:

2.1 Qualifications and qualifications systems

The ETF Inventory of NQF developments in partner countries shows that most partner countries are, reforming their qualifications systems to improve the quality of qualifications and their relevance to the labour market and learner. Two principal reforms are evident: reformulating qualifications by learning outcomes and the widespread emergence of NQFs. Most partner countries are legislating, or have already introduced, NQFs and have initiated the necessary supporting processes of establishing institutions such as quality assurance agencies or qualifications authorities, engaging stakeholders and developing standards. The Torino Process 2012, formal requests and ETF experts' observations all indicate that partner countries will look to ETF for continued support into 2014 and beyond.

In 2014, we will work with officials from education, employment and labour ministries, experts, professionals, social partners and sectors and other labour market actors, providing policy and technical advice. We will explore with the countries the relevance of NQFs as reform tools, facilitate design of NQFs and assist in capacity-building of national authorities and social partners during NQF implementation, in order to enable them to lead and control their own reforms. In addition to facilitating workshops, giving presentations and so on, we will produce one study and two policy briefs and host a corporate conference on NQFs as reform tools.

In 2014, more SEET countries are expected to join the EQF. In the SEMED region, qualifications frameworks are a key priority for improving the internal efficiency of qualifications systems and so the attractiveness and relevance of qualifications. The Regional Project facilitated by ETF focuses on sectoral qualifications, in construction and tourism and has engaged the sectors in developing new profiles. In EE NQFs have supported the engagement of employers in development of occupational standards and the establishment of sectoral bodies. Validation of non-formal and informal learning is on the agenda in many countries in this region, in particular to support returning migrants.

Objectives

- Provide expertise for the reform of qualifications systems in partner countries, in their varying stages of planning and implementation, including support to NQF developments, advising them how to improve vocational qualifications and how to establish systems for validation of non-formal learning;
- Assist and advise on the introduction of new governance structures and appropriate quality assurance mechanisms;

- Facilitate the exchange of experience on developing and implementing NQFs as potential reform tools between partner countries and EU countries,
- Advise partner countries on the adaptation and application for national use of relevant EU policies and actively contribute to the implementation of the EQF in its external dimension and the development of a European Area for Skills and Qualifications.

Activities

- Support specific developments in thirteen partner countries, regional cooperation on qualifications and NQF development in SEMED, the planning for sector skills councils and validation of non-formal and informal learning in EE, participation in EQF implementation and the European Skills and Qualification Area in SEET and sharing experiences in CA;
- Produce a thematic study and draft a policy brief on legal and institutional arrangements, building on international expertise and the experience of ETF in those partner countries we have assisted with qualifications system development, and disseminate in the partner countries and via the Qualifications Platform the thematic study on Improving Vocational Qualifications ;
- Produce a policy brief on validation of non-formal and informal learning
- Organise capacity- building, knowledge sharing and training for ETF and partner country colleagues and colleagues from Cedefop on support to NQF developments, how to improve vocational qualifications and how to develop systems for the validation of non-formal learning and facilitate wider knowledge sharing and exchange of experience between practitioners through the Qualifications Platform;
- Organise an ETF corporate conference on NQFs in cooperation with DG EAC, Cedefop, the EQF AG and selected international partners;
- Update the inventory of NQF developments in partner countries in 2014 and start preparation of a new version of the Global Inventory on NQF Developments in cooperation with Cedefop and Unesco for presentation at the ASEM Ministers of Education conference in Riga in 2015;
- Participate in EQF implementation and contribute to the development of the European Area for Skills and Qualifications.]
- In collaboration with Cedefop, conduct survey of validation in 3-5 partner countries

Expected results

- Capacities of stakeholders and institutions in the ETF partner countries developing NQFs have been strengthened. Partner countries have moved to next stage of implementation of their NQFs, as measured using ETF policy maturity indicators;
- Countries' capacities to identify challenges and approaches in using NQFs as reform tools enhanced, including through participation in the corporate conference and greater activity on the Qualifications Platform and expanded membership
- Strengthening of external dimension of EQF, including continuing alignment of partner countries' NQFs with EQF; candidate countries' participation in EQF implementation.

2.2 VET governance

Justification

The growing recognition among ETF partner countries of the need to move towards anticipatory and participatory VET governance models is the basis of justification for ETF activities in this thematic

area, the rationale of which is embedded in the the ETF MTP. As demonstrated by the 2012 Torino Process the majority of partner countries are taking steps to improve their governance models so as to enhance effectiveness and improve relevance of VET policies and systems. Within this context a key priority, identified by partner countries, is to strengthen the involvement of VET stakeholders (including the private sector, social partners, civil society /NGOs, regional authorities, training providers) at national, regional/local, sectoral and school level in a coordinated manner across different functions of the VET system. However, stakeholders' capacities to effectively engage in productive partnerships are still weak, coordination mechanisms are poorly functioning, key decisions on how to share responsibilities for a more effective system management are still being shaped and financing mechanisms, to ensure sustainable and equitable development of the VET system, are to be stabilized.

In 2014 will continue to support ETF partner countries to move towards multilevel governance arrangements that fit their national realities and preconditions with a view to strengthen participatory and anticipatory policy making. Particular emphasis will be given to the sectoral and territorial dimension of VET multilevel governance and to two specific functions of the VET system namely (i) quality and (ii) costing and financing.

Objectives

- Provide methodological instruments that support ETF partner countries to review and adapt their institutional arrangements with the aim to to strengthen participatory and anticipatory policy making
- Facilitate knowledge exchange and experience among partner countries and EU Member States in relation to the territorial dimension of multilevel governance as a contribution to national debates for participatory VET governance
- Strengthen the sectoral dimension of multilevel governance in the policy debates of the partner countries
- Provide methodological instruments that develop countries' capacities to review and improve their mechanisms in VET financing

Activities

- Consolidate and finalise ETF methodological instruments to map and assess institutional arrangements in key functions of the VET system (in particular quality and finance) taking into account experience from their implementation in SEET and SEMED through the FRAME and GEMM projects,
- Finalise the ETF foresight methodology as a tool for anticipatory and participatory policy making taking stock of experience from implementation in SEET under the FRAME project
- Launch the entrepreneurial communities initiative to map and analyse good practices in the ETF partner countries and disseminate its results through an international conference in November 2014 as an input to on going national debates
- Support partner countries capacity in Eastern Europe to conceptualise and define responsibilities and functioning of sector councils in particular; provide expertise for supporting the newly established sectoral councils in Azerbaijan, Belarus and Moldova
- Support 2 partner countries in analysing the financial (including costing, budgeting, financing) dimension of their VET systems

Expected results

- Improved access and use by VET stakeholders in partner countries of instruments and methodologies (In particular in 2014 a. finalization of the multilevel governance methodology b. finalization of the foresight methodology, c. position papers on territorial governance and sectoral bodies) aimed at mapping and assessing VET functions, and jointly decide for further steps towards improvement at system, territorial and sectoral level.
- Stakeholders' capacity is developed through policy dialogue, to enhance their specific technical knowledge of governance models, and to foster increased stakeholders' participation at system, territorial and sectoral levels.
- Costing and financing of VET is introduced as a key element for policy making in selected partner countries

2.3 Learning and teaching in VET

Justification

Enhancing opportunities and pathways for work-based learning, practice-oriented learning, problem-based learning in authentic and simulated learning environment and ensuring professional development of vocational teachers and trainers are key issues for the ETF partner countries so as to improve the attractiveness and relevance of VET.

In 2013, the ETF accomplished a three-year innovation and learning project on "Learning Context matters". The project took stock and analysed ETF partner country experience on work-based learning, including apprenticeships, to identify the potential and obstacles for its development. Also the project developed methodological instruments with a view to achieve a better synergy between school and work-based learning in VET. There is a need to widely disseminate the products of this work as a contribution to partner countries' policy reflection on the development of WBL as an instrument to enhance the external efficiency of the VET system.

Promoting work-based learning, including quality traineeships, apprenticeships and dual learning models to help the transition from learning to work, are among the key priorities of the latest EU agenda ('Rethinking Education'). At the EU level the policy action on improving work-based learning has been intensified also through the establishment of the European Alliance for Apprenticeships (EAfA) and the forthcoming Quality Framework for Traineeships. These policy developments provide a major inspiration for ETF's work in partner countries in the field of work-based learning as well as VET teachers and in-company trainers. The ETF will therefore facilitate the exchange of experiences and policies on work-based learning between partner countries and EU Member States as well as international development partners and research networks.

Objectives

- To contribute to the policy reflection on the development of WBL in the ETF partner countries.
- Draw upon and promote EU experience as an inspiration to the policy development in the partner countries in the fields of work-based learning and teachers and trainers in VET

Activities

- Disseminate the results of ETF work (i.e. flagship publication, tool box on WBL) to the partner countries and internationally. Organisation of a policy learning event on promoting and improving work-based learning for selected partner country institutions in Eastern Europe and Central Asia, focusing on the exchange of good practice across ETF partner countries, EU member states and international level.

Expected results

- Selected partner countries institutions have increased their knowledge on the benefits and potential of work-based learning and have been informed about the EU Alliance for apprenticeships through a policy learning event and an ETF flagship publication.

2.4 VET quality assurance

Justification

VET quality development is central to ETF support in partner countries. However, partner country VET systems face many challenges that cannot be addressed all at once. Additionally, the pre-conditions for quality management are often under-developed. ETF has opted to follow a gradual approach in supporting the discussion on quality assurance in VET with the partner countries. The basic idea is to address the different challenges in a long term perspective, through a step by step approach, establishing a controlled and precise vocabulary for dialogue and co-operation across diverse groupings of stakeholders, providing policy advice on quality enhancement policies and supporting the creation of a quality culture, building capacities for systematic planning, implementation, monitoring and review.

Objectives

- Define an ETF approach to work with the partner countries on quality assurance in VET based on the European experiences and partner countries good practices;
- Raise the profile of VET quality assurance in the reporting process of the Torino process (vision, governance, external & internal efficiency) to ascertain the status quo in partner countries and create an 'entry' for dialogue and needs' analysis in order to pave the way for tailored responses;
- Support policy discussions on quality assurance development in the ETF partner countries;
- Support the enhancement of the external dimension to EU VET quality assurance policy.

Activities

- Analyse the results of the mapping of VET quality assurance governance in SEMED undertaken under the GEMM project as an input to the policy discussion in the countries of the region
- Provide expertise to regional (GEMM) and country (Belarus and Bosnia and Herzegovina) projects
- Deliver a paper on the ETF approach to VET quality assurance development in ETF partner countries taking into account ETF recent experience
- Participate in EU EQAVET working groups (1. facilitating the development of a QA approach for VET providers 2. supporting VET systems to address the interrelation between the EQARF and other QA approaches)

Expected results

- Strengthen partner countries' capacities strengthened to report on VET quality assurance developments
- Strengthen partner countries capacities to adopt a systematic approach to VET quality assurance
- Contribute to the enhancement of the external dimension to EU VET quality assurance policy

2.5 Employment and employability

Justification

As demonstrated by the results of the 2012 Torino process ETF partner countries face multiple challenges in improving labour market outcomes of specific population groups – in particular among youth and women. They also need to develop their capacity to analyse their labour markets and to anticipate skills demand so as to develop better employment policies (also including active labour market measures) and enhance the external efficiency of their VET systems.

In line with the 2014 – 2017 MTP and building upon analyses and methodological tools developed in the last years, in 2014 ETF will continue to support partner countries to better understand key labour market phenomena so as to improve their employment policies, and develop their capacities for skills anticipation so as to feed into VET policy making. The ETF support in this thematic area is in full alignment with developments and programmes implemented at EU level.

Objectives

- Inform decision makers in partner countries and provide targeted policy advice and capacity building for the development of more effective and evidence –based employment policies, better linked to education and training policies.
- Facilitate knowledge sharing on approaches and methodologies for skills anticipation and matching, active labour market measures and young people who are not in education, training or employment (NEETs) in ETF partner countries.
- Inform the EU services on labour market trends and employment developments in the ETF partner countries as an input to the programming of EU financial assistance to the countries

Activities

- Provision of targeted policy advice to for the «Sectoral Strategy for Employment and Social Welfare 2014-2020» in Kosovo.
- Capacity building to selected countries for using information instruments to analyse specific phenomena of their labour markets and inform their policy making n VET –using where relevant the ETF-Cedefop-ILO guides on skills matching and anticipation. These include: tracer studies in Armenia and Kyrgyzstan; development of a structured approach to labour market information system to support career guidance in Armenia; provision of methodological support for skill needs analysis at regional level in Morocco; awareness raising on methodologies for skills anticipation in Ukraine and Georgia; provision of expertise on skills matching and anticipation to the EAP Platform 2 annual meeting and to Russia. The results of the Frame project in the South Eastern Europe and Turkey (in particular the review of institutional arrangements) may indicate further capacity building activities to be supported
- Based on a stock taking exercise of previous ETF work and initiatives launched at EU level (EU services and other EU agencies such as Eurofund), formulation of targeted policy advice to partner countries in relation to (NEETs), to be presented at an international conference to be organized in the first half of 2014.
- Internal elaboration and methodological discussion about the informal economy and the role of transversal skills in adapting to change and innovation, so prepare activities for the following years.
- Facilitation of knowledge sharing of expertise in the field of labour market also through electronic instruments, in particular with reference to the finalization and dissemination of ETF-Cedefop-ILO guides on skills matching and anticipation developed by the ILP Matching (EU skills panorama

and international electronic platforms), the ETF ALMP research paper and the contribution to international platform and debates (e.g. ILO skills for employment database).

- Regular reporting on labour market policies and trends to EU services in relation to all regions through drafting specific country fiches, short regional papers and/or making contributions/ presentations in the EU events..

Expected results

- ETF advice on employment issues are integrated in the newly elaborated 'Sectoral Strategy for Employment and Social Welfare 2014-20' in Kosovo.
- Capacity among stakeholders in the ETF partner countries on the use of information instruments for policy making is enhanced.
- ETF-Cedefop-ILO guides on skills matching and anticipation and ETF ALMP research paper are accessible to larger groups of stakeholders and international organizations and are referred to when dealing with national policies about these subjects.
- Policy dialogue on labour market policies and education and training is better informed, in particular thorough a better understanding and targeted policy advice on the NEETs, the informal economy and the role of transversal skills.
- EU services receive relevant and updated information on the functioning of labour markets in ETF partner countries and regions and use it as a contribution for their activities and programmes in the countries.

2.6 Skills dimension of migration and mobility

Justification

Based on the overarching policy framework of the EU external migration policy (Global Approach to Migration and Mobility- GAMM) which gives priority to the European Neighbourhood, the EU has already signed Mobility Partnership (MP) agreements with Moldova (2008), Georgia (2009), Armenia (2011) and Morocco (2013) and it has launched a migration dialogue with Tunisia, Azerbaijan and Jordan that might eventually lead to similar MP agreements. It is recognized that beside the EU area, a large part of migration flows is intraregional and if well-managed, circular migration can facilitate higher contribution of migrants to their countries of origin.

As these agreements include provisions on education, training and employment systems, ETF upon the request of the EC has been contributing to these dimensions, which is also linked with ETF work on qualifications. The main contribution of ETF has been providing fresh evidence on the migration and skills debate through large-scale surveys, organising conferences and implementing pilot country actions on the skills component of migration. Recent ETF surveys in Armenia, Georgia and Morocco not only provided evidence on the specific skill profile of migrants and how those skills are under-utilised abroad and upon return, but also indicated the need for specific policy measures to support migrants for more efficient job and skills-matching process. Also in 2013 the ETF started to compile an inventory of policy measures to support migrants (emigrants and returnees) from a skills and employment perspective so as to identify criteria for their success. In 2014 the ETF will capitalise on knowledge and expertise on the skills dimension of migration and contribute in the policy reflection in the partner countries and internationally on how to develop skill policies that support emigrants/ returnees.

Objectives

- To capitalise and disseminate ETF's knowledge and expertise on employment, skills and LM integration of migrants/ returnees to support legal circular migration

- To provide input to the migration dialogues and/or MP agreements between EU and relevant partner countries on skills-related dimensions of legal circular migration and mobility
- To identify effective policy measures to support migrants from skills& employment perspective and help their implementation in the countries
- To support the capacity of partner countries who signed MP agreements with EU through case studies, policy dialogue and policy learning

Activities

- Producing 'ETF position paper on migration and skills' to take the stock of ETF and international experience on the skill dimension of migration and consolidate existing knowledge
- Responding to EC requests for provision of specific input to migration dialogue between the EU and the partner countries through regular contacts/ missions
- Conducting a general inventory of successful policy measures to support migrants/ returnees from skills and employment perspective, including identification of success and failure factors and best practices available worldwide
- Development of a methodological note as a practical guide to be used in identifying and assessing the successful policy measures in the relevant ETF partner countries who signed MP agreements with the EU
- Collection of information for a similar mapping and reviewing of existing policy measures in at least two ETF partner countries
- Drafting at least two country case studies on their existing policy measures to support migrants/ returnees from skills and employment perspective, including identification of good practices (Morocco and Georgia)
- Organisation of two workshops (one in ENP East and one in ENP South) to present and discuss the main findings of the country case studies, including a discussion on policy recommendations

The target of these actions would be the ETF partner countries that have signed MP agreements and/or entered migration dialogue with the EU, such as Moldova, Georgia, Armenia, Morocco, Tunisia, Azerbaijan and Jordan.

Expected results:

- Skills-related input provided in the migration dialogue and/or MP agreements between EU and relevant PCs for a better functioning of circular migration management
- Knowledge and experience on the skill dimension of migration consolidated and widely shared with the EU and relevant partner countries
- Successful policy measures to support migrants/returnees from skills& employment perspective identified and applied into two case studies
- Capacity of national stakeholders to manage mobility in the relevant partner countries supported through case studies, policy dialogue and learning on migrant/returnee support measures

2.7 Entrepreneurial learning and enterprise skills

Justification

ETF's support to its partner countries in the area of entrepreneurial learning and enterprise skills is set against the EU's wider policy drive for a more competitive enterprise environment. Both areas remain

relatively weak in ETF partner countries, with entrepreneurial learning still requiring more considered policy attention, particularly by the education authorities. While the enterprise skills agenda is engaging good policy interest, data to support better policy formulation remains poor. To date, in cooperation with the European Commission's enterprise directorate, ETF has elaborated a policy assessment framework for entrepreneurial learning and enterprise skills. This features in the Commission's monitoring of wider enterprise policy in the pre-accession and neighbourhood regions. Key activities delivered through the policy assessment framework include recommendations for policy improvement, benchmarking and good practice exchange. Specific efforts to improve access to quality-assured good practice in three areas (youth entrepreneurship, women's entrepreneurship and skills for growth enterprises), involving training providers from EU member states and partner countries form a central plank in the ETF's work. The policy support drive to partner countries will be reinforced in 2014 borrowing on the policy guidance on entrepreneurial learning from the Commission's education directorate. ETF will also explore opportunities to access EU good practice through the human capital work of the SME Envoy network..

Objectives

- Update ETF policy index for the SBA assessment (dimensions 1 and 8) in the pre-accession region and Eastern Neighbourhood.
- Improve policy intelligence, including the capacity of the partner countries in the policy assessment drive, set against new EU policy guidance;
- Reinforce access to EU policy intelligence and good practice through cooperation with EU thematic working groups, including further development of ETF's peer review tools and methodology.

Activities

The following activities are planned in 2014:

- review of policy indicators and improvement of assessment methodology in the pre-accession region (entrepreneurial learning, training for women entrepreneurs, small business skills) as part of wider reflection by the European Commission on promotion of the Small Business Act (SBA) with specific aim of generating greater policy ownership and accountability in the candidate and pre-candidate countries;
- review of policy indicators in and undertake a second SBA assessment in the Eastern Neighbourhood (six countries) focusing on entrepreneurial learning, small enterprise skills and women's entrepreneurship;
- feasibility and piloting of a virtual peer review platform focusing on training providers (youth and women's entrepreneurship, and skills for internationalisation of small firms);
- draw down on policy intelligence, networks and good practice of EU working groups (education and enterprise) and wider expertise fora for integration into ETF policy tools and country support frameworks.
- Policy support to partner countries upon request of European Commission and the European External Action Service.
- There will be three important areas for ETF collaboration at EU level in this thematic area during 2014:

a. Thematic Working Group on Transversal Skills – projected start date in January 2014

b. Entrepreneurship360 - Involvement in the development of a self-assessment framework to support the development of entrepreneurial schools and VET institutions (Entrepreneurship360). In the longer term, ETF will move forward with using/adapting the new tool for use in its partner countries.

c. Development of European Reference Framework for Entrepreneurship Competence. This framework will enable better transparency and recognition at European and national level, and will address all types (formal, informal and non-formal) of learning settings and work at all EQF levels. This framework will be relevant to both EU and partner countries, and ETF involvement would be valued during the development phase.

Expected results

The primary results from the 2014 activities are:

- updated ETF policy index for the pre-accession and Eastern Neighbourhood regions (entrepreneurial learning, training for women entrepreneurs, skills for small enterprises) and capacity building of regional policy assessor networks;
- six draft country policy reviews and recommendations (Eastern Neighbourhood region) in the areas of entrepreneurial learning, enterprise skills and women's entrepreneurship
- a virtual peer review platform for good practice in entrepreneurship and enterprise skills, with first catalogue of quality assured good practices;
- development of criteria and tools to assess entrepreneurial capital and capacity of vocational schools through involvement in EU developments, and identification of their potential for use with ETF partner countries; improved policy intelligence from EU member countries including access to networks through participation and cooperation in EU thematic working groups and projects;
- customised policy improvements and/or programme concepts based on specific requests of the European Commission and the European External Action Service.

Thematic expertise development projects

Number	Project	Objective	Countries	Project funds 2014	Expected duration
TBA	Communities of Practice	Support thematic development across all partner countries	All countries	435,600	2014-17

3. Geographic operations

3.1 South Eastern Europe and Turkey

Achievements

The 2012 Torino Process report for the region, the regional 2012 Bruges report, the HRD reviews as well as the Enlargement Strategy paper (2012-13) conclude that the countries have made progress in developing legislation and strategies.

Challenges

Countries in the SEET region typically perform under the EU average and 2020 benchmarks. The notable exception is for early school leaving where available data indicate that Serbia already meet the 2020 benchmark, but Albania and Turkey suffer from very high rates of early school leaving. The entire region also suffers from high proportions of low achievers in PISA, especially Albania and the former Yugoslav Republic of Macedonia. This indicates problems with school quality despite reported

high upper secondary participation in some of the countries. Finally, the entire region struggles with low rates of participation in lifelong learning with even the highest values, in Serbia, being less than one-third of the EU 2020 benchmark.

Employment rates lag below the EU average and 2020 benchmarks throughout the region while youth unemployment rates in all SEE countries, but not in Turkey, exceed the already high aggregated EU27 rate of youth unemployment. Although progress has been made, policy makers in the region face the risk of a lost generation caused by high levels of enrolment in VET but with low quality and relevance as judged by employers. Limited employment opportunities encourage VET students to continue to higher education (HE), but the labour market for HE graduates is swamped and unemployment among them is growing rapidly. The challenge of youth employability is therefore critical but the ETF's report on the five candidate countries' progress towards the Bruges communiqué finds little evidence of feedback on employability of vocational graduates (STD 5c) being used to improve the relevance of VET. Moreover, except for Turkey, there is not a clearly defined regulatory basis in the region to collect data on the employment status of VET graduates.

Objectives

In response to the above challenges, the ETF aims at improving the capacity of the key stakeholders in SEET to strengthen comprehensive HRD policy planning, implementation and monitoring through evidence based policy analysis. Focus in 2014 will be on finalising the visions 2020, the roadmaps and the indicators for monitoring.

The ETF also aims at modernising VET systems through improved multi-level governance and quality assurance mechanisms. Focus in 2014 will be on efficient VET provision and policies for quality assurance in VET.

The ETF seeks to improve the relevance of VET provision through support to development and implementation of qualification frameworks and teacher training.

Activities

In 2014 the ETF will continue to support reforms based on previous achievements and identification of challenges. *Evidence based policy analysis* will be supported in a variety of ways in all countries in the region. Under the FRAME project, the ETF will support the completion of the visions 2020 and related roadmaps for implementation as well as the development of indicators for monitoring of progress made towards achieving the visions. The visions and roadmaps will also be validated through the Torino and Bruges processes 2014. Policy analyses will be undertaken in Albania, Bosnia and Herzegovina and Kosovo through the Torino process. The ETF will make Torino Process reports available for all countries. In Kosovo, the results of the FRAME project and the evidence provided through the Torino Process policy analysis will furthermore inform the Joint Annual Review and the «Sectoral Strategy for Employment and Social Welfare 2014-2020». In the candidate countries the Bruges review will focus on progress made vis-à-vis the 22 short term deliverables. Bruges reports will be prepared by the candidate countries and will feed into the overall Bruges report addressing EU Member States and the candidate countries. This will be complemented by support to the members of DGV/ACVT from the candidate countries to encourage their active participation and foster reflection on EU policies in the continuous improvement of national systems. Two meetings for candidate countries will be organised. The ETF will support the countries during the preparation phase of national reports and will prepare the regional report. The ETF will work closely together with Cedefop on the Bruges review under the coordination of DG EAC.

The ETF will contribute to the Small Business Act assessment process through input to the further development of the assessment tool together with DG Enterprise, OECD, EBRD and SEECEL. In addition, the ETF will draw up an inventory on NQF developments in 2014 and review progress in VET in the region to inform the Regular Progress Report of the Commission. The ETF will also continue its

input to IPA 2014-2020 programming based and in particular to HRD sector programmes development upon requests from the Commission.

The modernisation of VET systems will be supported in selected countries. In Albania, the ETF will finalise the feasibility study on multi-functional VET centres and provide policy recommendations and next steps. The ETF will also support country stakeholders with the systematisation of qualifications. The ETF will familiarise stakeholders from Bosnia and Herzegovina with EU quality assurance tools and how they can be made integral part of the VET system. Information will be disseminated among policy makers and a draft implementation plan for quality assurance in VET developed.

Furthermore the ETF will improve the *relevance of VET provision* through support to the development and implementation of qualification frameworks at country level. In Bosnia and Herzegovina continued support will be provided to the Inter Sector Committee for a comprehensive sustainable approach. In the former Yugoslav Republic of Macedonia emphasis will be on qualifications frameworks in a LLL context, linking VET, higher education and adult learning. Support to the Council for VET and Adult Education and other actors, like sector councils, for the development of descriptors for levels 1 to 5 ensuring the integration with HE levels 6-8 will be an important focus of the intervention in Serbia. In Turkey private actors' involvement will be encouraged. In Montenegro focus will be on VET teacher training reform and the development of policy documents and implementation plans, Dialogue among VET school network will be facilitated.

In its interventions, the ETF will continue its co-operation with the RCC and will provide support to monitoring and implementation for the SEE 2020 strategy in particular through its work under FRAME, the Torino and Bruges Process to contribute to strategic human resource development in the region. In this context the ETF will also continue its co-operation with ERISSE and SEECCEL, World Bank and OECD, who are strategic partners supporting the implementation of SEE 2020.

Expected results of national and regional actions:

1. Local stakeholders provided better evidence to inform IPA HRD sector programmes for the period 2014-20, reflecting past and ongoing developments in HRD in the countries in the region and involving HRD sector working groups
2. Countries are aware of each other's policies and practice for the implementation of the SEE 2020 and national strategies in the area of human resource development, while ensuring donor cooperation.
3. New approaches and methodologies for skills analysis and anticipation, implementation of national qualifications frameworks, quality assurance, lifelong learning and multi-functional VET centres have been developed through extensive stakeholder involvement at national level enhancing the implementation of human resources development strategies.

South Eastern Europe and Turkey country/regional projects following the 2014-17 intervention logic

Country	Objective	Proposed structural intervention 2014-17	Results 2014
Albania	Support to human resource development 2020 policies	Assist with the planning of VET provision, develop further the legal framework and systematise qualifications in line with AQF levels.	Draft feasibility study for a renewed delivery set up (Multifunctional VET centers) in a regional partnership setting available. Systematisation of qualifications started.
Bosnia and Herzegovina	Support the development of quality assurance policy in VET	Development of a policy for VET quality assurance through policy learning interventions, such as capacity building initiatives. BIH counterparts will be introduced to EU tools and policies and their relevance and feasibility in BIH.	Information on EU tools and policies disseminated among policy makers and a draft implementation plan available.
	Support to baseline qualification framework (BQF) development	Continued support to the Inter Sector Committee under the Authority of the Ministry of Civil Affairs for the development and implementation of BQF. Dialogue and advice for a comprehensive sustainable approach.	Policy document for the development and implementation of BQF available.
former Yugoslav Republic of Macedonia	Support for better coordinated skills policies	Continued support to multi-stakeholder coordination (social partners and ministries) for HRD policy making at all stages of the project cycle and support to NQF development..	Concept of non-formal education aligned with the NQF.
Kosovo	Support to human resource development in a lifelong learning context	Continued support for the Kosovo Government's Joint Annual Review and in particular for the annual VET sub-sector assessment. Continued support to Kosovo Ministry of Labour and Social Welfare (MLSW) with the implementation of the Sectorial Strategy for Employment and Social Welfare 2014-2020".	Updated Annual Review on VET sector reform available. Enhanced capacity to set and follow milestones and benchmarks relevant in VET area within the context of lifelong learning, employment and social inclusion promotion.
Montenegro	Support to vocational teacher training	Development of policy documents and implementation plans building on achievements in the area. Facilitate sharing and dialogue among the VET school network.	Draft policy document on mainstreaming In-Service teacher training in VET and roadmap.
Serbia	Support for a comprehensive NQF development	Support to the Council for VET and Adult Education and other actors to develop descriptors for levels 1 to 5 and ensure the HE levels 6-8 are integrated. Support for drafting and enacting legislation and to implement a sustainable structure for the Serbian NQF. Support the development of Sector Skills Councils.	NQF development links VET and Higher Education and involves stakeholders from education and world of work

Country	Objective	Proposed structural intervention 2014-17	Results 2014
Turkey	Support the development of the Turkish qualifications framework for lifelong learning	Foster private actor (social partners, chambers, professional associations) involvement in the Turkish qualification framework (TQF) and national vocational qualification systems (NVQS) in cooperation with public stakeholders, EU project beneficiaries and EUD. Continue advice to EU Delegation and EU cooperation Department of the Ministry of Labour and Social Security on TQF and NVQS.	Private sector integrated into the development and implementation of TQF. Synergy created with related EU programmes.
Regional SEET	FRAME Phase I (2013-2014) , Title IV	Support to implementation and monitoring of roadmap for skills 2020, while ensuring synergy and complementarity with developments under SEE 2020 regional strategy. Dialogue and sharing at country and regional levels.	Skills Visions 2020 for human resource development policies and roadmaps in the countries in the region available. Institutional arrangements reviews and methodology for monitoring of the roadmap available. Regional sharing and learning continued.
	Support to DGVT/ACVT	Support enlargement countries to actively engage in DGVT/ACVT meetings and the Bruges process.	Continued support to the members of DGVT/ACVT (candidate countries) in the Bruges reporting process 2014.
Support to the EC		Support to EU project cycle Annual progress reports	Support to IPA 2014-2020 programming for human resources development in SEET. Input to EC Regular progress report for SEET
Policy analysis		Torino Process 2014 Bruges Process 2014 SBA assessment process 2014	Torino Process reports for Albania, Bosnia and Herzegovina, Kosovo, former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey and a regional report. Bruges reports for the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey and a regional report

Projects in South Eastern Europe and Turkey

Number	Project	Objective	Countries	Project Funds 2014	Expected Duration
TBA	Country projects	To support the delivery of EU support in the field of human capital development To support the partner countries in the design, implementation and assessment of human capital development policies and strategies	All countries	677,800	2014-2016
TBA	Support to DGVT/ACVT	To support enlargement countries for dialogue and interventions in Committees of relevance for future developments in VET and foster translation of decisions back into national systems.	All countries	100,000	2013-17
Total				777,800	
TBA	FRAME		All countries	0	2013-14

3.2 Southern and Eastern Mediterranean

Achievements

Following the Arab awakening and on-going unrest since 2011, the policy agenda in the region and with it, EU and donor support, have focused on the underlying causes by providing support to job creation, in particular SMEs, the employability of youth and women, inclusive and transparent governance systems and social and territorial cohesion. Human capital development issues, and VET in particular, have moved up the policy agenda as key instruments for improving youth employability, and supporting enterprise growth and social inclusion. Issues of quality, relevance and attractiveness need to be improved.

The 2012 Torino Process confirms the increasing attention given to VET issues in the countries in the Mediterranean. Progress has been made on governance and trends can be observed towards geographical decentralisation (Tunisia and Morocco), greater participation of stakeholders, and higher involvement of business sector (all countries). Increased rationalisation and coordination between government agencies involved in VET is also a trend that is leading to rethinking the institutional settings (Egypt, Palestine).

Challenges

Progress in implementation during the post Arab Spring has been slow in most cases also due to the high level of instability and much needs to be done to make the aspirations of the Arab Spring become a reality. It is therefore very likely that the overarching priorities will remain at the heart of country policy agendas.

Changes in governance are by nature slow and many of the trends identified above are, however, only incipient at present. Regarding internal efficiency, the quality challenge remains high. Countries have focused on a quantitative expansion to cater for the high numbers of new entrants to the education systems (it is estimated that 60% of the population is below 30 years of age and one third below 15 years of age). The quantitative expansion has in many cases been made in detriment of quality. While most countries are engaged in different initiatives to reform curricula and pedagogical methods, improving premises or equipment these are often at the level of pilots and do not become mainstreamed in the system. Regarding external efficiency, improving the relevance of VET provision for labour market needs and diversifying the VET offer to cater for different target groups and in particular for women (only one in four women is active) and the high level of young people outside education and labour market (it is estimated that one third of the population is neither in education and training nor in employment – NEETs) remain a priority. In this context, and as a way to increase relevance, and attractiveness, many countries have moved towards the development of Qualifications frameworks. The stage of development varies considerably from country to country (Tunisia, Morocco, Jordan, Lebanon, Palestine, Egypt). NQFs are also attracting higher attention as a tool to facilitate mobility. Also as a measure to support employment, higher attention is being given to the promotion of entrepreneurship (Lebanon, Tunisia).

Objectives

In response to the above challenges, the ETF aims at improving the capacity of the key stakeholders in the region to strengthen comprehensive VET policy design, implementation and monitoring through evidence based policy analysis. In 2014, focus will be put on governance and quality as well as on the consolidation of NQF developments.

The EU Partnership for Democracy and Shared Prosperity and the 2012 assessment of the delivery of a new European Neighbourhood confirm the above. For the Neighbourhood South, job creation and support to SMEs, along with building deep democracies, including issues of gender inequality and territorial disparities have been established as priorities. While the need for a more differentiated approach based on the principle of more for more is recognised, the Arab Spring also offers new

opportunities for regional cooperation. As a result, a commitment to stimulating regional sectoral dialogue in the framework of the Union for the Mediterranean has been made. Furthermore, in late 2012 the EU published a communication on strengthening cooperation in the Maghreb area. The ETF will continue to provide regular analysis to feed into regional policy dialogues linked to employment and enterprise development in the framework of the UFM and to the dialogue on higher education and programmes led by DGEAC. The vast majority of EU assistance in VET to the region is provided via bilateral agreements. In addition to initiatives focusing directly on VET reform, it is expected that in the coming period there will be a trend towards the inclusion of skills development within economic development or private sector development programmes. ETF will continue to deploy its resources and in-depth knowledge of the region to support the design of new EU funded operations and to the continuous follow up of progress achieved. ETF will continue to support the Mobility Partnership between the EU and Morocco and the migration and mobility dialogues launched with Tunisia and Jordan in the region on the skills dimension of migration and mobility.

Considering the different phases of the policy cycle and taking into consideration the higher demands for accountability and the pressure of meeting expectations, the 2014 Torino process will consider in particular progress on VET reform and more specifically how well equipped countries are in terms of tools, mechanisms and capacities countries to monitor policy implementation. Regarding country specific situations, in Libya and given the fact that they joined the Torino Process later on with the first report being finalised only end of 2013, the next Torino process round will focus on building capacities on data collection and analysis. The Libyan Torino process outcomes will be the starting point for the definition of a national VET strategy. In Egypt, negotiations will be launched with the new Government to seek their commitment, support, ownership and interest on the Torino process. In Algeria renewed efforts will be made to get country engagement.

Activities

Regarding ETF priorities of intervention, and considering that new multi-annual country and regional interventions were launched following the Arab Spring, the degree of continuity in 2014 will be high

In line with ETF mid term perspective, ETF interventions at regional level will focus on

- Qualifications and mobility. From a first phase of awareness raising, set up and development of capacities of country multistakeholder sectoral groups (in Morocco, Tunisia, Egypt, Jordan) and development of technical tools for increasing the transparency of qualifications (common profiles, glossary, IT based database) cooperation will move to a policy level with the creation of a EuroMed strategic committee. Following a first meeting end of 2013, work on 2014 will focus on establishing and consolidating the EuroMed strategic committee, developing and agreeing on the methodology for comparing qualifications based on the EQF referencing experience and implementing the pilot actions;
- Youth employability: The ETF will complete the review on employment policy, in particular ALMPs to feed into the regional policy debate in the framework of the UFM or high level policy forums. ETF will participate to the second meeting of the Dialogue for Southern Mediterranean countries on higher education policies and programmes, contributing on issues linked to tertiary VET and professionalising of higher education. Entrepreneurial learning and skills for SMEs. The results of the 2013 assessment of the Euro Mediterranean Charter carried out with DG Enterprise, ETF, OECD, EIB and EBRD, have confirmed the need to develop coherent entrepreneurial learning policies in a lifelong learning perspective. While countries have a wealth of good practices, there is a potential for cross country exchange and for mainstreaming of good practices into system developments. With these in mind (in addition to country based actions in Tunisia, Lebanon) a regional exchange on good practice on entrepreneurial learning and skills development and on how to mainstream these experiences into system wide developments will be organised. Complementarity will be sought with the UFM Mediterranean Initiative for Jobs and activities falling

under the European Enterprise Network. ETF will provide support to DG Enterprise and the Industrial Cooperation Working Group in bringing the Charter closer to the Small Business Act for Europe.

The ETF will continue to cooperate with the UfM secretariat by providing information and exchanging analysis and good practices. The ETF will strengthen cooperation with the Anna Lindh Foundation and ARLEM in the field of multilevel governance. Cooperation with other donors on the field will continue and will be strengthened as needed to ensure coordination and synergy of actions at country and regional level. Annual donor meetings will continue to be organised.

Furthermore and following the agreement between DGEAC and DG DEVCO, the ETF will continue to implement the EU funded project “Governance for Employability in the Mediterranean”. Based on the 2013 results of the mapping exercise on governance in the countries with a focus on financing and quality, the regional capacity building programme will start on issues linked to these two functions. The pilot projects selected in each country will start implementation to develop practical experiences at local or provider level. The GEMM project and the ETF work programme will be complementary in particular in countries where there is specific work on governance issues (e.g. Morocco, Tunisia). The GEMM project mapping will provide key information for the 2014 Torino process reports and will be of special relevance in the case of Libya where it can serve as baseline information for the development of the new VET strategy.

Expected results

1. Enhanced regional policy dialogue and understanding in the areas of youth employability and entrepreneurial learning under the Union for the Mediterranean policy fora and ad hoc policy forum through the employability reviews,
2. New approaches and methodologies for implementation of national qualifications frameworks, entrepreneurial learning, and multilevel governance have been developed and tested and capacities of stakeholders improved for their implementation
3. The Torino process has contributed to a better use of evidence, supported the development of national strategies (wherever relevant) and the exchange of practices between countries in the region

Southern and Eastern Mediterranean country and regional projects following the 2014-17 intervention logic

Country	Objective	Proposed structural intervention	Expected results in 2014
Algeria	Networking and exposure to good practice in the region and beyond (tbc)	Participation in regional and corporate projects and events	Through the participation in regional initiatives and the Torino Process (i.e. the GEMM regional project) and corporate events, Algerian counterparts are exposed to EU/partner countries models and practice in the field of VET multi-level governance and policy analysis.
Egypt	Networking and exposure to good practice in the region and beyond. Support to the identification of new policy priorities and key challenges and responses in TVET in Egypt during the complex political transition phase	Participation in regional and corporate projects and events, with particular emphasis in policy analysis (through Torino Process)	Key contacts and networks are established and kept in a changing political environment A participatory process in analysing the policy context of TVE, challenges and policy options is facilitated (through Torino Process) Egypt 's involvement in TVET technical and policy discussions with other countries of the region and beyond. Is supported
Israel	Networking and support the development of closer links with European Union Policies and Practice. Enhance exchange and dialogue with the EU and other EU partner countries through the participation in regional project initiatives and support dialogue with other countries in the region.	Participation in regional and corporate projects and events Participate in knowledge sharing initiatives with EU Member States and other partner countries	Through the participation in regional initiatives (i.e. the GEMM regional project) the Torino process and corporate events, Israeli counterparts are exposed to EU/partner countries models and practice in the field of VET multi-level governance and policy analysis.
Jordan	Support to Jordanian relevant TVET stakeholders and decision makers in the assessment and evaluation of policy options in selected TVET priorities and building national capacities in this respect. Networking and exposure to good practice in the region and beyond	In the framework of the Torino process, and as one of three pilot countries, Jordan is supported by ETF in carrying an ex-ante impact assessment of selected areas of their TVET system Participation in regional and corporate projects and events	Policy options for effective implementation of TVET reform in Jordan are identified and evaluated by the Jordanian stakeholders with ETF support through the implementation of the Torino Process (ex-ante impact assessment modality) National capacities for effective policy analysis are enhanced

Country	Objective	Proposed structural intervention	Expected results in 2014
Lebanon	Entrepreneurship as a core transversal skill in TVET secondary schools	In cooperation with the Ministry of Education and Higher Education, ILO and UNESCO, the project will work in 2014 on the finalisation of curricula and related manuals, completing the second testing phase of the curricula and using the results of the evaluation of the pilots to inform the strategy and action plan to mainstream entrepreneurship in all schools at TVET secondary level (2014-2016). The definition of a framework for lifelong entrepreneurship in Lebanon should start in 2014 The project activities will include capacity building actions (to reform curricula, to deliver entrepreneurship modules and to monitor and evaluate curricula delivery) ; dissemination and networking for practitioners, policy makers, social partners, civil society, on entrepreneurship and entrepreneurial learning issues.	Curricula and manuals are finalised and made available to all pilot schools The revised curricula is delivered in at least 80% of all selected pilot schools Results of monitoring and evaluation of the pilots are disseminated and lessons learned fed into the finalisation of the strategy to mainstream entrepreneurship in schools at secondary level
	NQF governance	Following the development and adoption of the Lebanese NQF, the project will work on the drafting and adoption of a legal act and setting up of the institutional framework selected as model for NQF governance; Capacity building and policy advise in support to the operationalization of the NQF ; dissemination and networking and development of a communication plan on the Lebanese NQF	A legal act is drafted on the Lebanese NQF Referencing processes and procedures are drafted A communication plan for the dissemination of the Lebanese NQF is prepared and agreed
Libya	Development of a comprehensive strategy for the VET sector	The support will consist mainly on capacity building and facilitation of the process to develop a VET strategy. This will include organisation of workshops where examples of VET strategies developed by other countries are presented; organisation of study visits to countries that have developed VET strategies (e.g. Morocco), providing expertise in facilitating workshops	Multistakeholder group is set up Multistakeholder group is trained and supported on the key elements of the process
Morocco	NQF implementation	Support roll out of the NQF (capacity building of broader stakeholder groups to introduce the concept of learning outcomes), support to define governance structure	Global implementation plan approved Governance entity set up
	Reinforce governance of VET at territorial level in the region of Tanger-Tetouan	Skills needs analysis at local level, capacity building for different stakeholder groups at regional level, etc.	Analysis of VET supply and skills needs at regional level carried out Capacity building for regionalisation of VET at DFP completed Capacity building actions of local actors completed

Country	Objective	Proposed structural intervention	Expected results in 2014
Palestine	Support local development in Area C through an integrated approach of CVET and Validation of prior learning	Capacity building for relevant actors on qualifications development processes; the development of CVT curricula, or the validation of non-formal and informal learning; drawing lessons and recommendations.	An action plan for the implementation of the multiannual initiative is approved by the project steering committee The economic sector and the specific local territory targeted by the project are identified The qualifications targeted by the project are identified and analysed
Tunisia	Enhance territorial governance in the region of Medenine	Dissemination of results to other regions in Tunisia; facilitation of discussion on lessons learnt; support to define policy orientations on "regionalisation of VET"	Evidence based recommendations for developing a strategic approach for regional governance of VET and employment are discussed with the government In the Mednine governorate the regional stakeholder coordination is established and operational to address VET and employability regional issues A series of technical fiches regarding some structuring activities to make regional governance happen are disseminated to all regions and to national stakeholders as an input for a national approach to regional governance A study visit engaging both regional and national stakeholders serves as a preliminary, trust-building initiative to engage various stakeholders into the reform process
	Entrepreneurship learning	Policy advice to define a policy/strategy on how to introduce entrepreneurship skills in VET; capacity building. Cooperation with GIZ	A national technical team is appointed to work out the recommendations of the review and propose a roadmap for development of the strategy Main pillars of the strategy are identified Technical support is provided on a regular basis to the team through workshops and distance-coaching
Regional	EuroMed qualifications	Continuation of phase 1 with more focus on policy level, involvement of EC and possible increase of number of participating countries both PC and MS. Moving towards referencing. Capacity building, facilitation of national technical teams and EuroMed committee on qualifications, pilot actions to prove added value of the technical tools developed	The EuroMed Strategic Committee is established, and drives the Project forward.
	Employment and Youth employability	Provision of regional analysis and sharing practices in support to EU regional dialogue. Regarding employment and in particular youth employment, the ETF will organise the third edition of the policy leaders forum building on the results of 2013 Marseilles Forum	SEMED country employability fiches are updated and disseminated every year as a means for policy dialogue in the region.

Country	Objective	Proposed structural intervention	Expected results in 2014
	Entrepreneurial learning and skills for SMEs	As a follow up to the SBA assessment in 2013 a regional activity will be organised to share good practices in the region and beyond on skills to support SME creation and growth and how to scale up good practices	Good practices at national level are shared among the countries of the region Support to ICWG provided.
	GEMM – Governance for Employability in the Mediterranean	As a follow up to the mapping and analysis of the VET governance systems carried out in 2013 and focusing at the national and sub-national level in SEMED countries, the findings and analysis will feed into the capacity building and networking actions. The aim is to expose the target population to good practices on VET governance, through the organisation of the first regional conference and study visit in one of the SEMED countries (Morocco). Pilot projects will be selected and implementation and capacity building programmes will be organised both for policy makers and social partners as well as for representatives of pilot projects.	Knowledge and awareness of different approaches to governance of VET systems, for better youth and female employability, are increased in the SEMED region. VET policy and decision makers and social partners in the SEMED region are exposed to EU and SEMED experiences in the field of multilevel governance for better youth and female employability.
Support to the Commission		Support to EU project cycle Annual progress reports Additional requests	Support to EU projects and SPSP in Morocco, Tunisia, Algeria, Libya, Egypt, Jordan, Lebanon and Palestine. Annual progress reports for Morocco, Tunisia, Egypt, Jordan, Lebanon, Israel and Palestine
Policy analysis		Torino Process 2014 Qualifications and qualifications frameworks	Torino Process reports drafted by September. Regional TRP analysis validated during policy leaders Forum in November 2014. Inventory and thematic studies highlighting good practices on qualifications and qualifications frameworks in Morocco, Tunisia, Egypt, Lebanon, Jordan, Israel and Palestine.

Projects in the Neighbourhood South

Number	Project	Objective	Countries	Project Funds 2014	Expected Duration
TBA	Country projects	To support the delivery of European Union support in the field of human capital development To support the partner countries in the design, implementation and assessment of human capital development policies and strategies	All	430,600	2014-16
TBA	EuroMed Qualifications	To develop sustainable mechanisms and tools supporting mutual understanding of national and sectoral qualifications implemented at regional (transnational) level	In 2014: Jordan, Egypt, Morocco, Tunisia	175,000	2014-17
TBA	Support to Union for the Mediterranean on EEL and skills for SMEs	To support the EU in its regional policy dialogue with the countries in the region on issues linked to SMEs development Entrepreneurial learning and SME development	All	60,000	2014
TBA	Support to Union for Mediteranean regional policy dialogue on employment and employability	Support the EU in its regional policy dialogue with the countries in the region on issues linked to employment, with focus on ALMPs to support youth employability	All	50,000	2014
Total				715,600	
TBA	Governance for Employability in the Mediterranean region (GEMM)	To enhance youth and female employability by improving the quality and relevance of VET systems in the region through building capacity of different stakeholders in the governance of VET both at system and sub-national/provider levels.	All	0	2013-16

3.3 Eastern Europe

Achievements

The 2012 Torino Process report for EE has come to the conclusion that the countries have made substantial progress in developing VET legislation and strategies since 2010, and that over the next years, the focus will need to be on the implementation of VET reforms. VET has moved higher on the political agenda in most countries, but this has not led to a clear increase in vocational students. A lot of progress has been made in involving all stakeholders in VET discussions, in particular through the establishment of VET councils and in some countries also sector councils. A driving force behind the discussions has been the development of national qualifications framework. Employers have been engaged in discussions about occupational standards and labour market perspectives. The countries have also invested in curricula reforms and in equipping pilot schools.

Thanks to the progress made the countries can build in the next years on several topics. NQF implementation will require consistent and constant attention. All EE countries are developing sector councils, which need to grow through hands-on experience. In particular collecting and using labour market information as a driver for reforms requires a more coordinated effort. Apart from Georgia, quality assurance mechanisms are still very limited. In the NQF discussions it is important to consider pathways and mobility within the system. School-enterprise links should be established or strengthened and opportunities for work-based learning explored. There is a growing focus on improving the efficiency of the VET system and in particular on approaches to optimising schools. Continuing vocational training will become more important with aging populations and would be supported by coherent legislation and targeted support to SMEs. The validation of non-formal and informal learning is on the agenda in many countries in particular with a view to returning migrants.

Objectives

EU cooperation for EE is driven by the European Neighbourhood policy (2011-12) for the Eastern Partnership countries and by the Partnership for Modernisation for Russia (2010). An important new principle is 'more for more', which creates a link between reform performance and EU investment in cooperation. Now that economic growth for the first time seems to be going hand in hand with increased employment, it is crucial to establish closer links between socio-economic strategies and skills strategies.

It is expected that in several countries, education and training will be included in the new multi-annual programming for 2014-20 (MIP). The EU's major chance to have an impact on education and training in these countries will be through larger scale interventions. It is therefore of essential strategic importance that the ETF mobilises its resources and in-depth knowledge of the region to support the design and continuous monitoring of these EU interventions. The ETF will provide its support to the European Commission and EU Delegations through policy advice, evidence-based analysis and capacity development. Other ETF activities will seek complementarity to these and other donor actions. The ETF will support the Mobility Partnerships between the EU and Armenia, Georgia and the Republic of Moldova, focusing on the skills dimension of migration and mobility. Likewise, the ETF will support the migration and mobility dialogue with Azerbaijan which may evolve into a Mobility Partnership.

In 2014 the third round of the Torino Process envisages a consolidation of self-assessment reports and in engaging additional sub-regions. With support of Eastern Partnership Platform 4 the regional Torino Process report will be discussed with key stakeholders at the end of 2014.

Activities

Sector and regional approaches for VET and socio-economic strategies

In addition to targeted national actions, the ETF will continue to support regional policy learning. With the growing interest of employers in education and in developing national qualification framework the countries have expressed the intention to or prepared legislation (Moldova, Ukraine) to establish sector skills councils. In the CVT project countries have developed and discussed conceptual papers on the role of sector councils until 2013. Ukraine and Russia have piloted skills analyses at regional level. In 2014 advantages and disadvantages of both approaches will be explored and discussed between all EE countries. ETF will provide support and share experience to sector skills councils in developing the scope of work in the early stages of their establishment. With support of Platform 2 of the Eastern Partnership skills matching and anticipation policies and practice will be shared. The countries will be expected in 2014 to have designed a coherent consultation and information structure of social dialogue for the implementation of VET reforms. In 2014 ETF will have supported the newly established sector skills councils in Azerbaijan, Belarus and Moldova in agreeing on a clear mandate and vision about their roles and responsibilities.

Policies and practices of skills for small and medium enterprises

The SBA policy assessment carried out in 2012 with DG Enterprise, OECD and EBRD has indicated that no coherent policies existed to promote skills for enterprises and entrepreneurial learning. Key challenges are to develop effective methods for skills analysis for enterprises; to move from entrepreneurship content in curricula to entrepreneurial learning as a key competence and to explore policy options to promote work-based learning. The EU has decided to do a second SME policy analysis in 2014-15 which will allow to analyse and discuss progress made since 2012 and to formulate follow-up support. Platform 2 of the Eastern Partnership will support also sharing of policy experience and good practice on moving towards entrepreneurial learning as a key competence, skills anticipation and matching, labour migration, entrepreneurial learning. In 2014 the indicator methodology will be reviewed and six country reports will be drafted. The reports are used by ETF to discuss policy progress and good practice in the areas of entrepreneurial learning and skills for enterprises with the Eastern Partnership countries.

The ETF will continue to participate in, and where relevant, initiate donor coordination meetings in the countries. Good cooperation is expected to continue with the Council of Europe and the British Council on NQF, with ILO on migration and occupational standards, OECD on SBA assessment, World Bank on regional development and GIZ on several issues.

Expected results

- Enhanced regional dialogue and understanding in the areas of skills matching and skills for SMEs under the EaP Platforms 2 and 4; national qualifications frameworks, sector committees, validation of non-formal and informal learning; training and skills for migration; and VET strategies through the Torino Process.
- New approaches and methodologies for skills matching and anticipation, implementation of national qualifications frameworks, sector committees, education and business cooperation and career guidance have been developed through extensive stakeholder involvement at national level enhancing the implementation of human resources development strategies.
- The Torino Process and the Small Business Act assessment have contributed to a better use of evidence and a greater awareness of EU reporting and benchmarking in EE, in particular in Belarus and Ukraine through participation in Torinet.

Eastern Europe country and regional projects following the 2014-17 intervention logic

Country/ Theme	Objective	Proposed structural intervention	Expected results in 2014
Armenia	Broaden career guidance and counselling support	Develop and implement follow up CG training course, introduce tracer system, structured approach to LM info, CG policy development, work-based learning and entrepreneurial learning reviews	12 Pilot schools develop modern career guidance methods, using tracer studies and other evidence. CG policy revisited following recommendations from project and practice.
Azerbaijan	Strengthening links between VET system and the private sector	Support to policy development, use the proposed NQF structures, capacity building at different levels, link to EU intervention	Raised quality of EU support for VET provision in the regions Some sectoral committees are operational and based on the agreed conc of sectoral committees. Key institutional roles for NQF implementation are clear.
Belarus	Quality assurance mechanisms	Quality strategy, review QA mechanisms, introduction of self-assessment at schools, quality indicators review	Strategy on Quality and quality assurance in development.
Georgia	Improved synergy education and business for innovation and employment	Support to policy development, use existing NQF/sector council structures, capacity building at different levels, support development in new area of LM policy; link to new EU Sector Programme Employment and VET.	Concept for LM Info System and Active LM policies agreed by local stakeholders; NQF revisited;
Moldova	Support to NQF design and implementation	Introducing concept of learning outcomes in qualifications, broaden scope of sector councils (including LMA and skills finance), support QA & certification discussions	Concept of learning outcomes agreed by local stakeholders 4 sector councils have discussed financing skills and shared financing in their sector
Russia	Capacity development for info on skills gaps	Support EU-Russia bilaterals, targeted seminars on skills issues	Russian stakeholders better aware of EU approaches to skills matching

Country/ Theme	Objective	Proposed structural intervention	Expected results in 2014
Ukraine	Social partnership for skills anticipation and NQF implementation	Support to occupational standards and qualification methodology, QA and certification	Skills analysis piloted at regional level A coordinating structure/institution/authority identified responsible for national qualifications and quality assurance.
Regional	Sector and regional approaches to LMA/VET	2014: Sector council concepts tested in countries, policy sharing regional VET approaches; 2015-17 skills anticipation methodologies at sector and regional levels, increasing business participation and work-based learning options	Sector council concepts tested in countries Policy sharing regional approaches to skills anticipation, private sector involvement and work-based learning.
	Supporting EaP Platforms	Platform 2: Annual meeting on skills matching, Annual meeting on labour migration, EL follow-up conference; Platform 4: Regional TRP meeting end 2014; Regional NQF conference 2015	Eastern partner countries and EU policies and practice for skills anticipation, labour migration, entrepreneurial learning, VET policies and NQF shared
Support to the Commission		Support to EU project cycle Annual progress reports Additional requests	Support to EU projects and SPSP in Armenia, Azerbaijan, Georgia, Republic of Moldova and Ukraine Annual progress reports for Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine
Policy analysis		Torino Process 2014 SBA assessment 2014 NQF	Torino Process reports in Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia and Ukraine Draft SBA assessments in Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova and Ukraine Inventory and thematic studies highlighting good practices on qualifications and qualifications frameworks in Armenia, Azerbaijan, Belarus, Georgia, Republic of Moldova, Russia and Ukraine

Projects in Eastern Europe

Number	Project	Objective	Countries	Project Funds	Expected Duration
TBA	Country projects	To support the delivery of European Union support in the field of human capital development To support the partner countries in the design, implementation and assessment of human capital development policies and strategies	All	400,000	2014-16
TBA	Sector and regional approaches for VET and socio-economic strategies	To facilitate the development of a coherent consultation and information structure of social dialogue for the implementation of VET reforms, based on experiences with sector and regional skills councils	All	255,100	2014-17
Total				655,100	

3.4 Central Asia

Achievements

CA has enjoyed strong economic growth in recent years (7-8% in 2011) as it has recovered from the economic recession and the loss of traditional markets experienced following independence. The 2012 Torino Process identified significant progress in the development of strategies and legislation in all countries.

Challenges

The labour market is a challenge as most of CA is characterised by growth in the share of the working-age population and a high youth population which presents challenges and opportunities. One of these is to ensure that this potential is not limited by a lack of employment opportunities and the absence of relevant skills that will enable the population to progress in the labour force.

Unemployment in the region is in general not very high (from 0.4% in Uzbekistan to 11.6% in Tajikistan) but informal employment represents a significant and largely unmeasured issue. Migration remains a significant labour force characteristic of the region with employment abroad – frequently in Russia (93% of Tajik migrants) or Kazakhstan. The VET systems of the region differ in terms of structure and capacity and reflect the economic situation in the country. All systems are undergoing reform with a view to expanding the number of vocational students.

The focus in 2014-17 will further move towards policy implementation. The ETF is committed to supporting national VET policy reforms to the countries and providing support to the European Commission through policy advice, evidence-based analysis and complementary capacity development. The key challenges in CA for the coming four years are: developing the education and business cooperation; strengthening social dialogue in VET councils; improving cooperation between the different levels of VET; enhancing quality assurance mechanisms and fostering teacher training.

Objectives

In a region with an increasing young population, vocational education and training and higher education are high on the agenda of the Development Cooperation Instrument (DCI) and are expected to be identified as one of the few priorities in the EU programmes for a number of CA countries. This will allow the countries to take an important step forward in VET system reforms. Kazakhstan is expected to withdraw from the DCI and only continue to be engaged in a number of regional programmes.

The priority setting is in line with the Council's "The EU and Central Asia: Strategy for a New Partnership", which also identifies education and training as a key priority. The strategy has resulted in the Central Asia Education Initiative, which includes a Central Asia Education Platform for regional policy dialogue in VET and higher education. The ETF and **the Education, Audiovisual and Culture Executive Agency (EACEA)** are actively cooperating with the Platform (2012-14) in the area of VET policy analysis (Torino Process), national qualifications frameworks, quality assurance and teacher training. Once the platform comes to an end, the ETF will remain committed to promoting policy learning through regional policy dialogue and exchange of examples of good practice.

In 2014 the third round of the Torino Process envisages an increase of self-assessment reports. With support of the Central Asia Education Platform the regional Torino Process report will be discussed with key stakeholders at the end of 2014.

Activities

School development

The ETF will at regional level continue its focus on governance and school development. The project aims at increasing the efficiency and effectiveness of multi-level governance structures by promoting school development. Until 2013 six capacity building modules have been designed, tested and implemented with school directors from around 25 VET schools of Kazakhstan, Kyrgyzstan and Tajikistan. This training has empowered them to develop strategic school plans, cooperation with companies, support teacher training and introduce quality assurance mechanisms in the schools. A start has been made with linking satellite schools to pilot schools to extend the impact of the programme. Also a policy dialogue between policy makers and schools on school development has been set up.

By 2017 the ETF will have developed a certified training programme for school managers in CA which is included in in-service teacher training programme of at least one teacher training institution and which forms the basis for the establishment of a summer school programme. A network of 50 vocational schools in the region will promote exchange of good practice. Structures for a policy dialogue of policy makers and school directors are supporting the VET reforms.

In 2014 the ETF will:

- Have started the certification process for its training programme;
- Have offered the training programme through a Summer School ;
- Have broadened the school development community of practice, involving 50 VET schools from Kazakhstan, Kyrgyzstan, Tajikistan and possibly Uzbekistan;
- Have sensitised policy makers and school directors for a regular and structured policy dialogue.

The ETF will seek synergy with EU investments and with relevant donors active in CA, such as the World Bank, ADB, GIZ and actively participate in donor coordination.

Expected results

1. The ETF has enhanced regional dialogue and understanding in the areas of national qualifications frameworks and teacher training by contributing to the Central Asian Education Platform; school development; and VET strategies through the Torino Process.
2. New approaches and methodologies for skills analysis and orientation, implementation of national qualifications frameworks, sector committees, education and business cooperation and career guidance have been developed through extensive stakeholder involvement at national level enhancing the implementation of human resources development strategies.
3. Capacities have strengthened of national actors in CA to further develop and embed evidence-based policy making and implementation through the Torino Process, and in particular in Tajikistan through participation in Torinet, and through the use of specific methodological instruments throughout the policy cycle, such as transition studies, tracer studies, institutional assessment and monitoring of HRD.

Central Asia country and regional projects following the 2014-17 intervention logic

Country	Objective	Proposed structural intervention	Results 2014
Kazakhstan	Cooperation education and business for strengthening work-based learning	2014: finalisation of education and business study in three regions and dissemination;	Education and business study has given deepened understanding on success and failures of cooperation for work-based learning. School-companies cooperation has been increased
Kyrgyzstan	Strengthening capacity of VET stakeholders to develop and embed evidence-based policy making	Evaluate pilot tracer study methodology and dissemination, policy advice to national skills anticipation methodologies	Employment and VET policies are using evidence from tracer studies, employer surveys and TRP. Capacity at national and providers' level strengthened to implement tracer studies and employer surveys. Tracer study methodology embedded in school development strategies.
Tajikistan	Quality assurance in VET	Quality strategy, review quality assurance mechanisms, quality assurance committee/institute pilot of self-assessment at some schools, quality indicators review	Existing quality assurance mechanisms have been reviewed and a quality strategy has been drafted
Turkmenistan	Support to quality and innovation	Seminars for policy makers and VET schools, facilitating debate policy makers and VET schools	Policy makers and VET school directors have discussed VET progress as input for new EU project intervention
Uzbekistan	Support to Education and Business stakeholder co-operation	Engage SMEs and other private companies in policy dialogue and school-business cooperation through targeted seminars	Business, policy makers and VET school directors have established common objectives for enhanced cooperation
Regional	School development	Work on capacity building training programme, teacher training support, extension of school networks, policy dialogue governments, SP, VET associations and schools, Summer School	New VET school directors of participated in ETF Summer Schools Increased VET schools network Policy dialogue agenda 2014-17 defined
	CAEP	Regional Torino Process meeting in 2014-15, specialised regional conferences	Regional TRP analysis validated with countries stakeholders
Support to the EC		Support to EU project cycle Additional requests	Support to EU projects and SPSP in Kyrgyzstan, Tajikistan, and Turkmenistan

Country	Objective	Proposed structural intervention	Results 2014
	Policy analysis	Torino Process 2014 NQF	Torino Process Self-assessments reports drafted by Kazakhstan Torino Process ETF led-assessments reports drafted for Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan Regional TRP analysis validated with countries stakeholders with support of Central Asia Education Platform NQF inventory and study on current practice in Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan

Projects in Central Asia

Number	Project	Objective	Countries	Project Funds 2014	Expected duration
TBA	Country projects	To support the delivery of European Union support in the field of human capital development To support the partner countries in the design, implementation and assessment of human capital development policies and strategies	All	150,000	2014-16
TBA	School Development	To strengthen capacities of schools and school managers to improve performance of schools and its students	All	192,300	2014-17
Total				342,300	

4. Knowledge management

Justification

The ETF's capacity to retain and redeploy the expertise it develops through its activities is fundamental for ensuring high quality and consistent policy support across its thematic and geographical areas. Moreover, the capacity of partner countries to share policy knowledge, such as quantitative and qualitative evidence, conditions progress in policy making in partner countries. The 2012-13 Torino Process Evaluation clearly indicates that partner country capacity in this area is limited and this has a constraining impact on the reform process,

The ETF will continue to reinforce its capacity to source and share knowledge to improve its expertise development. This includes consolidating the ETF virtual library, the development of internal knowledge sharing communities and knowledge bases to systematically store and retrieve expertise knowledge from ETF publications, events, projects and missions.

In terms of support to ETF actions in partner countries, the ETF will continue to develop tools and techniques to enhance knowledge sharing among stakeholders. In 2014, this will include designing tools and guidelines for use in ETF operational activities, such as corporate, regional and national events and the evidence-based policy making work. In addition, the ETF will continue deploy on-line platforms using social media to connect policy makers and practitioners and facilitate policy sharing through international networks, using the experience of the Qualifications Platform. These tools and platforms have a wide application across ETF expertise and geographical actions, in particular in evidence-based policy making.

Expected results

1. ETF expertise development is enhanced through the consolidation of knowledge bases and communities
2. Tools and guidelines are developed to use knowledge management techniques in ETF policy learning activities New approaches and methodologies for skills analysis and orientation, implementation of national qualifications frameworks, sector committees, education and business cooperation and career guidance
3. ETF capacity to support policy learning and provide consistent policy advice is reinforced through the application of knowledge management tools and techniques

Knowledge management

Number	Project	Objective	Countries	Project funds 2014	Expected duration
TBA	Knowledge management library/info services	Support access to information internally and externally	All countries	25,000	2014
TBA	Knowledge management methodological development	Methodologically develop the knowledge base	All countries	5,000	2014

5. Distribution of Title 3

Department	Project	Funds – Title 3
Evidence-based Policy Making (EBPM)	Torino Process 2014	155,000
	Knowledge Management	30,000
	Total EBPM	185,000
Thematic Expertise Development	Communities of practice	435,600
Geographical Department		2,490,800
SEET	Country projects	677,800
	Support to DGVT/ACVT	100,000
	FRAME	0
	Total SEET	777,800
SEMED	Country projects	430,600
	EuroMed Qualifications	175,000
	Support to Union for the Mediterranean on EEL and skills for SMEs	60,000
	Support to Union for Mediterranean regional policy dialogue on employment and employability	50,000
	GEMM	0
Total SEMED		715,600
EE	Country projects	400,000
	Sector and regional approaches for VET and socio-economic strategies	255,100
Total EE		655,100
CA	Country projects	150,000
	School development	192,300
Total CA		342,300

Department	Project	Funds – Title 3
Total Operations Departments		3,111,400
Other T3 Expenses		
Communications		872,100
Planning Monitoring and Evaluation		250,000
Operational Missions		750,000
Total other expenses		1,872,100
TOTAL TITLE 3		4,983,500

PART IV: GOVERNANCE, MANAGEMENT, RESOURCES AND COMMUNICATION

The organisational context for 2014 period will be characterised by static financial resources (in real terms), and reduced human resources. At the same time, expectations as to what the ETF can deliver in terms of results and compliance with standards of accountability and control are expected to rise. In this context, the ETF must become more effective and efficient as an organisation and enhance its reputation and recognition among stakeholders as a leading centre of expertise on human capital development and a soundly run organisation using public funds in a transparent way to achieve measurable results.

1 Governance

The ETF has a Governing Board with one representative of each EU Member State, three representatives of the European Commission including the chairperson (the Director General of DG Education and Culture), as well as three independent experts nominated by the European Parliament²⁶. In addition, the EEAS and other European Commission DGs participate as observers. Three representatives of the partner countries may also attend the meetings of the Board. The Board will meet twice in 2014.

2 Stakeholder relations

Cooperation with stakeholders is a key part of the ETF's activities. By engaging with a range of stakeholders at European and partner country level, the ETF aims to ensure that its work programme is fully relevant to its institutional environment. Stakeholder engagement informs not only planning but also monitoring and evaluation which are used to provide updates and feedback to the European and international institutions with which the ETF is engaged. At partner country level, in 2014 the ETF will involve enterprises, chambers, business associations, social partners and civic society organisations into existing networks of public sector actors.

2.1 Cooperation with European Union institutions and bodies

According to its Regulation, the ETF cooperates with the European Commission, Council and the European Parliament –the key primary stakeholders that are ensuring the ETF governance. The ETF closely cooperates with the European Commission services- DG EAC- as DG de tutelle, DG DEVCO, DG ELARG (members in the ETF Governing Board) as well as with other Commission services like DG ENTR, DG HOME and the European External Action Service (EEAS).

At the same time, the ETF collaborates with various committees of the European Parliament.

In 2014, the ETF will continue to liaise with the European Committee of Regions and their initiatives ARLEM (SEMED) and CORLEAP (EE) that aim to strengthen the territorial dimension and multilevel governance in the Neighbourhood Policy. The ETF will also work together with the European Economic and Social Committee and representatives of the social partners at European level.

The on-going close collaboration with Cedefop is presented in the annual joint work programme for 2014 (Annex 2). Three cooperation projects will be initiated in fields of common interest in 2014²⁷, in addition to the knowledge-sharing and exchange of experience that has characterised the joint work programmes in the previous MTP period. In addition, the ETF will continue to develop its thematic

²⁶ Article 7 of Regulation (EC) № 1339/2008.

²⁷ Copenhagen/Bruges reporting, Qualifications and Work-based learning

cooperation with Eurofound based on the annual joint work programme. The ETF aims to be more efficient through joint actions especially in the areas of training, recruitment and procurement and sharing experience and good practice management promoted with the relevant other bodies or agencies (EPSO, OSHA, PMO, EASA, EACEA, OIB, EFSA and JRC Ispra²⁸).

2.2 Cooperation with EU Member State stakeholders

The ETF will carry on cooperation with stakeholders from the EU Member States by disseminating information, encouraging networking, promoting the exchange of experience and good practice between the EU Member States and partner countries, and strengthening the synergies of approach developed in the partner countries.

The cooperation arrangements in force with the British Council, dvv international Germany and the letter of intent signed with the Chamber of Commerce in Milan ensure the framework for structured cooperation at regional and partner country levels. The ETF will continue to invest in the initiative launched in 2011 with BIBB²⁹ to exchange knowledge and expertise in joint workshops and the one launched in 2012 with the German Agency for International Cooperation (GIZ)³⁰ to develop cooperation platforms with shared objectives and actions, as well as monitoring and evaluation in selected partner countries.

The ETF will also closely cooperate with the two Presidencies of the EU in 2014: Greece and Italy.

2.3 Cooperation with international and regional actors

In 2014, the ETF will continue to develop its working relationships with international organisations and development banks active in the area of human capital development in the partner countries, such as UNESCO, ILO, UNDP, OECD, World Bank, IFC, Council of Europe, EBRD, EIB, the Asian Development Bank, the African Development Bank and the Islamic Development Bank. The ETF in cooperation with the European Commission will support the dialogue with international organisations, EU bilateral development agencies and other actors aiming to share lessons learned, to build a shared resource for donors and to identify opportunities for further cooperation in the field.

The objectives included in the cooperation agreement signed with the European Group on Public Administration (EGPA) as well as those of the declarations of intent agreed with the Union for Mediterranean Secretariat, ILO Turin Training Centre and the International Vocational Training Association (IVETA) will be followed.

In 2014, the ETF will contribute to the projects or activities developed in the area of human capital development by international regional bodies such as the Union for Mediterranean Secretariat, the Regional Cooperation Council for South Eastern Europe, SEECEL, ERI SEE, CMI³¹, the Arab Labour Organisation as well as to networks, groups and civil society organisations.

The ETF will continue to contribute to the inter-agency group on vocational education and training together with European Commission, UNESCO, the ILO, the OECD, the World Bank and the Asian Development Bank. Considering the G20 focus on human resources, the ETF will continue to support

²⁸ European Personnel Selection Office (EPSO), European Agency for Safety and Health at Work (EU-OSHA), European Commission Office for the Administration and Payment of Individual Entitlements (PMO), European Aviation Safety Agency (EASA), Education, Audiovisual and Culture Executive Agency (EACEA), Office for infrastructure and logistics (OIB) European Food Safety Authority (EFSA), Joint Research Centre (JRC)

²⁹ Federal Institute for Vocational Education and Training (BIBB)

³⁰ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

³¹ Network for policy research, review and advice on education and training (NORRAG), Educational Reform Initiative in the South Eastern Europe (ERI SEE), Marseille Centre for Mediterranean Integration (CMI)

the knowledge sharing activities of the Inter Agency Group on TVET in relation with its partner countries that are also part of various G20 projects or initiatives.

3 Management

3.1 Planning

The ETF's annual planning and programming cycle starts with dialogue with the main stakeholders, policy assessments and environmental analyses. This provides the organisation with input for an annual work programme drafted within the framework of this four-year mid-term perspective. In 2012, the ETF developed its strategy for 2014-20. Following the recommendations from the last external evaluation, the intervention logic was reviewed in 2012 and an attempt to reconstruct a nested logframe for the whole period 2010-13 was introduced in 2013. This table became a part of the ETF 2014-20 strategy and it is accompanied in the MTP 2014-17 by a multi-annual logical framework matrix focusing on the objectives and results of the ETF's core mission.

A critical challenge for the ETF is to continually improve the relevance and measurability of its objectives and indicators. This involves further enhancing the planning mechanism, methodology and process within the ETF programming cycle. Being aware of its resources and changing environment, the ETF aims in the current planning period at:

- further integrating the programming, budgeting and management processes;
- introducing the multi-annuality principle and developing it in terms of planning and budgeting;
- improving the planning process and tools in line with the Common Approach statement from the European Commission, European Council and the European Parliament and the EC roadmap for the agencies.

3.2 Performance-based Management Framework

In 2012 the ETF adopted a Performance-based Management Framework (PMF) ETF/12/DEC/010, the objective of which is to set up an integrated system to effectively and efficiently manage the performance of all activities, processes and resources, and to ensure the achievement of the organisation's mandate and objectives, whilst fulfilling the needs and expectations of ETF stakeholders, management and staff. It is designed to improve the provision, analysis and application of organisational management information and knowledge to identify and address risks and opportunities, and to improve performance. It focuses on the management of results across all its key management processes.

To reinforce the message of the PMF and the commitment of the organisation to it, the ETF has integrated the main principles with the existing internal control standards. Additionally, risk management is also an important enabler of good performance. Performance management is underpinned by effective risk management and internal control activities.

The PMF provides the quality references to which the organisation aims to achieve efficiency and effectiveness in its operations. The ETF objective in this area, in 2014, is therefore to confirm the effective deployment of various elements and components of the framework thus ensuring that internal performance continually improved and that evidence for accountability is provided.

3.3 Human resources management

Besides adapting its policies, processes and procedures in line with the revised Staff Regulations and related implementing rules, which enter into force on 1 January 2014, human resources management in 2014 will, in particular:

- ensure full-potential use of the newly introduced HR software by working on additional modules (e.g. learning and development, e-recruitment);
- revise its learning and development framework;
- implement a personalised development path for managers as a result of work initiated in 2013 as a follow of staff survey.

3.4 Financial management

The adopted activity-based budgeting that integrates planning, budgeting, management and reporting processes has reached stability and has prepared the grounds for the next step. In 2014 ETF will implement a zero-based budgeting approach principle aiming to move from input-focused budgeting (cost oriented) to result-focus budgeting.

In 2014 the ETF will increasingly seek cost beneficial deployment of EC financial management systems, more specifically will evaluate electronic means of communication in the area of finance and procurement with the intention of adopting eInvoicing and eProcurement solutions towards 2015..

3.5 Facilities management

After many years of deferring expenditure on the building owing to the uncertainty about its premises, in 2014 ETF will continue the improvements, initiated in 2013, to the fabric and furnishing of its premises.

3.6 Information and communication technology

A major focus in 2014 will be put on connectivity and document management improvements.

Enhanced internet connectivity will provide ETF staff with improved access on the move and stakeholders with improved access to ETF resources, furthermore offering new options to upgrade disaster recovery of ICT Systems.

The introduction of a corporate document management system will provide a single document repository with controlled document distribution, workflow, version control and document metadata.

3.7 Business continuity

In addition to its annual business continuity trial, ETF will concentrate in 2014 on taking advantage of its enhanced internet connectivity to improve ICT back-up and recovery.

3.8 Inter-institutional and interagency cooperation

The ETF will build on its successful 2013 peer learning exercise on administrative issues with Cedefop to broaden its exchange of information and good practice between agencies. It will continue its cooperation with other EU agencies on the implementation of a common HR information system (Allegro), and explore further opportunities for efficiency gains with the European Commission and the interinstitutional offices.

The ETF operates in compliance with Regulation 45/2001 on the protection of personal data. ETF activities involving the processing of personal data are therefore mapped and recorded in standardised processes and submitted for prior checking to the European Data Protection Supervisor as applicable to assess compliance with Regulation 45/2001. The EDPS also provides advice, guidance and training on the processing of personal data.

The ETF supports the Ombudsman upon request in case of enquires. It also pays particular attention to the Ombudsman Annual Report to adapt as applicable, relevant practices and procedures. The Ombudsman often participates in the network of agency procurement officers (NAPO) and provides advice and guidance on procurement related issues.

4 Resources

4.1. Financial resources

For 2014 the ETF expects to receive a total of €20.144 million from the EU budget³².

(m€)	Budget 2014 (million €)
ETF Subsidy Title 1 & 2	15.161
ETF Subsidy Title 3	4.983
Total Subsidy	20.144
ETF Title 4 (GEMM, FRAME)	0.900

The total subsidy of €20.144 million is made up of contributions totalling €20.02 million from the European Parliament (subvention) and €0.12 million from DG EAC, which corresponds to the amount reimbursed by the ETF in 2012. Of this subsidy, 76% corresponds to Titles 1 and 2 (staff expenditure and building, equipment and miscellaneous operating expenditure), while 24% corresponds to Title 3 (expenses relating to performance of specific missions through outsourcing of services)³³. This reflects the ETF's profile as a centre of expertise, whose main asset is the expertise of its staff.

Other project-related revenue may be added to this budget from other EC funds, bilateral aid or international organisations³⁴.

The ETF will fulfil its mandate, prioritising activities in a result-oriented perspective in line with the expectations of its stakeholders and making efficient use of all its financial resources.

4.2. Human resources

The ETF's human resources are its most valuable organisational asset. In 2014, the ETF will deploy the following staff³⁵.

Contract	2014
TA	94
CA	39
LA	2
SNEs	0
Total	135

Since the adoption of its recast mandate in 2008, the ETF has been striving to reduce the number of staff in central administrative functions while at the same time maximising the number of experts it deploys. Following the major reorganisation of its central administration in 2010-11, which resulted in a reduction in the percentage of staff working in selected central administrative functions from 33% to

³² As foreseen in the ETF proposal for the Legislative Financial Framework 2014-20

³³ See annex on regions, functions and titles.

³⁴ See art. 15.3 and 15.4 of the Council Regulation (EC) no. 1339/2008

³⁵ As foreseen in the ETF's Legislative Financial Statement 2014-20.

22%, 2014 will be a year of consolidation and incremental improvement in order to initiate a 5% reduction of its staff over four years (2014-17) with no impact on the ETF's delivery of core business activities. Any further staff cuts decided by the budget authority will mean a corresponding reduction in the ETF's expertise capacity.

In order to optimise the contribution of staff, the ETF will continue to invest in the professional development and motivation of staff and will foster in-house dialogue and knowledge sharing.

5 Communication

Communication, information and knowledge-sharing are key to ensuring a clear and common understanding of the role of the ETF in supporting human capital development within the context of the EU external relations policies.

By projecting the role of the ETF in major developments in Europe following the fall of the Berlin Wall, the war in SEE and the Arab Spring, as well as the on-going services, activities and achievements, corporate communication during 2014 will promote the ETF as a leading EU agency and an international centre of expertise in human capital development.

5.1 Objective

The principle aims of ETF corporate communication activities are to support policy development and knowledge-sharing in the ETF's field of competence and responsibility, enhance the impact of the EU external assistance programmes, develop communication with citizens in line with the European Commission's communication policies by working in partnership with the EU institutions and bodies on mainstreaming information and encouraging dialogue and debate, as well as ensuring employee engagement within the organisation.

The ETF's main emphasis will be on promoting its achievements and activities through information and exchanges of expertise, knowledge-sharing and experience through print and digital publications, the internet, social media, meetings and other appropriate means, taking particular account of new technologies and the linguistic diversity of our main audiences (which include .

The ETF must stand out as an EU body open to politicians, authorities, organisations and the public, and the information gathered must be made freely available.

5.2 Main goals

In order to achieve these objectives, we aim to

- support knowledge-sharing and capacity building on human capital development in ETF partner countries;
- enhance two-way communication and debate on human capital development issues between the EU and partner countries
- facilitate and work together with European and national authorities, decision makers and organisations to share knowledge, expertise and support in the field of human capital development.
- raise the profile of the ETF as a centre of expertise by providing authoritative information and contribute actively to international debate on human capital in transition and developing countries.
- ensure that all ETF staff are kept up-to-date on the activities and work of the organisation.

To be successful, the ETF's information and communication activities must be distinct, visible, proactive, regular and transparent. Corporate communication will use a variety of off and online

channels to achieve the strongest impact, in particular digital media, including e-publications, social and audio-visual media.

In particular, in 2014 activities will focus on:

- highlighting the ETF's impact through success stories from former partner countries which have since joined the European Union;
- enhancing face-to-face communication through corporate events, including a conference on qualifications in the first half of the year and a major event in November on entrepreneurship and governance which will be combined with celebrations to mark the ETF's 20th anniversary and the 25th anniversary of the fall of the Berlin Wall;
- activities aimed at informing the new European Parliamentarians about the ETF as well as preparations for familiarising the new Commission about the ETF's activities through DG EAC;
- preparing a flagship publication related to one of the corporate events taking place during the year; and,
- strengthening the content of our on-line communication through social media and interactive technologies such as webinars taking further steps towards digitalising all aspects of communication activities.

Results

- Decision makers and citizens in the European Union and in the partner countries provided with the independent and reliable information on human capital development in the context of the ETF's mandate
- ETF branded as the EU agency involved in EU external relations policy actions and as a centre of expertise by providing authoritative information and contributing actively to the international debate on human capital in transition and developing countries
- Openness and engagement promoted with a wider audience on vocational education, training and employment through the enhanced use of social media.
- Efficient internal communication ensured and tools for knowledge sharing and promoting quality, service and effectiveness at work.

5.3 Communication projects

Number	Project	Objectives	Budget
TBA	Digital media	<ul style="list-style-type: none"> ▪ Provide regular access to ETF knowledge for all target groups through the ETF website and through specialised blogs ; ▪ Engage with stakeholders and key target publics through social media on a regular basis. 	85,000
TBA	Events and visits management including corporate events	<ul style="list-style-type: none"> ▪ Organise dialogue-generating events and face-to-face communication with stakeholders throughout the year including two corporate conferences. 	350,000
TBA	Publications and content production	<ul style="list-style-type: none"> ▪ Produce and disseminate printed and online high-quality information on key thematic issues and expertise; ▪ Prepare audio visual material through podcasts, videos and presentations; 	187,100

		<ul style="list-style-type: none"> ▪ Prepare a variety of products of interest to the media; ▪ Place articles in specialised press. 	
TBA	Dissemination and promotion	<ul style="list-style-type: none"> ▪ Develop new formats for regular information exchange; ▪ Provide access to ETF knowledge for all target groups through the ETF website through regularly updated information; ▪ Develop interactive tools to support two-way communication; ▪ Interact with a broad audience through social media tools; ▪ Strengthen and widen media contacts; ▪ Engage with media through social media. 	50,000
TBA	Translations	<ul style="list-style-type: none"> ▪ Ensure the translation of ETF corporate documents and publications as and when necessary. 	200,000
Total COMM			872,100

ANNEXES

Annex 1: European Policy context by geographical and thematic coverage

The EU's external relations policies and internal approaches to education, training and employment shape the ETF's cooperation with its partner countries. EU internal approaches to education and training, as well as their external dimension, provide inspiration for partner countries to reflect on the future of their education and training systems. The initiatives presented in this chapter reflect how the EU shapes the global agenda on education and training, promoting the international dimension of the European policies. It shows that the human capital and skills development are becoming a transversal issue for both internal and external policies of the EU.

EU VET policies

Europe 2020 strategy and policy environment. The contribution of education and training to economic competitiveness is a main EU priority for the coming decade. The Europe 2020 strategy¹ gives priority to the themes of 'growth and jobs' and places the period 2010-20 in the context of recovery from the economic crisis and the growing urgency for sustainable economic development. The strategy covers three main priorities: smart growth, sustainable growth and inclusive growth and is complemented by seven 'flagship initiatives' providing a framework through which the EU and national authorities mutually reinforce their efforts in areas supporting the Europe 2020 priorities such as innovation, the digital economy, employment, youth, industrial policy, poverty, and resource efficiency. Two of the flagship initiatives are of particular relevance for the work of ETF, *Youth on the move*² and *An agenda for new skills and jobs*³. In addition, since 2010, the *European Platform against Poverty and Social Exclusion*⁴ sets out actions to reach the EU target of reducing poverty and social exclusion by at least 20 million by 2020.

The Education and Training 2020 strategy (2009)⁵ provides a strategic framework for European cooperation in education and training up until 2020 and set four strategic objectives:

- Making lifelong learning and mobility a reality;
- Improving the quality and efficiency of education and training;
- Promoting equity, social cohesion and active citizenship;
- Enhancing creativity and innovation, including entrepreneurship, at all levels of education and.

Transparency and cooperation in VET between Member States are promoted by the **Copenhagen Process**, which links to the Education and Training 2020 strategy. At a meeting held in Bruges on 7 December 2010, ministers for vocational education and training, the European social partners and the European Commission agreed on the common objectives for vocational training for 2011-20. The package of objectives and actions is known as the **Bruges Communiqué**. The **Communiqué** states that "*Cedefop and the ETF should continue, according to their specific mandates, to support policy*

¹ <http://bit.ly/6joOV2>

² <http://bit.ly/bOvTFz>

³ <http://bit.ly/hhh3V4>

⁴ <http://bit.ly/u8mdKT>

⁵ <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=OJ:C:2009:119:0002:0010:EN:PDF>

development and implementation, to report on progress towards the strategic objectives and the short-term deliverables, and to provide evidence for policy-making in VET". At the same time, "Exchanges and cooperation with potential candidate countries, with neighbourhood countries assisted by the ETF [...] should be strengthened."

The ETF will contribute in 2014 to the elaboration of the so called "2014 Review" focusing on the progress the candidate countries have made in the period 2011-2014.

The EC Communication "A new impetus for VET (2010)"⁶ emphasises the contribution that VET makes to economic and social challenges, particularly in relation to efficiency and equity in the labour market. More, the document indicates that the EU policy on VET "*should be a subject for further policy dialogue and mutual learning with the international community, including both third countries and relevant international organisations. Structured cooperation could be launched with Neighbourhood countries and further extended with Enlargement countries with the support of ETF which has proven its value-added in supporting the development of VET curricula and quality teaching methodologies in these countries ... The European common reference tools and the policy approaches provide an important reference for the modernisation of VET systems in partner countries, including for those involved in accession to the EU. This cooperation has potential to contribute to transnational collaboration, regional development, an improved management of legal mobility and to combat illegal migration.*"

The Communication "Rethinking Education: Investing in skills for better socio-economic outcomes" (2012) promotes employability, competitiveness and intercultural dialogue in fostering transversal key competences in lifelong learning policies. Immediate focus will also be given to the following key actions:

1. Enhanced country-specific focus and support to Member States;

In 2014, the ETF will continue to cooperate with Cedefop to produce the state of play of the VET systems in the candidate countries, contributing to the 2014 Review. For the other partner countries, the ETF will use the Torino process exercises, to determine the state of the art and vision for VET in each country or, and an assessment of the progress that countries are making in achieving the desired results .

2. Accelerate improvements in work-based learning, in particular by establishing an EU level Alliance for Apprenticeships;

In 2014, the ETF will act as a key stakeholder promoting the principles of the Alliance in the partner countries.

3. Create a European Area for Skills and Qualifications;

In 2014, the ETF will focus on the issue of qualifications and during the corporate conference that will be organising on April 2014 will offer the stakeholders from its partner countries to discuss in-depth the challenges in implementation.

4. Funding Education for Growth to strengthen commitment to a skilled and continuously trained and re-trained workforce ;
5. European initiative on "Opening up education" ;
6. Entrepreneurship education actions;

⁶ <http://bit.ly/dQn5hg>

In 2014, ETF's work on entrepreneurial learning and enterprise skills will reinforce its policy monitoring and capacity building efforts to date particularly in the pre-accession and neighbourhood regions, and specifically reflect the most recent EU policy guidance and recommendations in both areas, including the specific provisions of the communication.

7. Partnerships between education, business and research

In 2014, the ETF promotes the cooperation between the education, training and research as part of the evidenced based policy analysis as the Torino Process, SBA and Employment/Employability Analysis. Cooperation between VET and business is promoted by the ETF through both governance related actions and the ones aiming to increase the relevance of VET provision such as qualifications development, work based learning, enterprise learning and skills development for SME's, skills anticipation and matching.

At the same time the ETF will seek to promote the new programme *Erasmus +* as an instrument for supporting the promotion of the above mentioned actions.

European tools and instruments

European Qualifications Frameworks (EQF). The EQF aims to relate different countries' national qualifications systems to a common European reference framework. 27 out of the 31 ETF partner countries are developing national qualifications systems (NQFs). In many ETF partner countries the development of the national qualifications systems is becoming a reform tool to change education and training systems and qualification systems and are seen as a channel for developing lifelong learning. They are also used to develop and expand education and training systems, and interconnect their sub-systems. The ETF support to partner countries consists of policy advice and one particular tool the ETF uses is the online community, the Qualifications Platform developed by ETF in cooperation with Cedefop.

Validation of non-formal and informal learning. There is great scope in almost all of our partner countries for the validation of non-formal and informal learning, especially due to migration of the labour force. The ETF promotes actions in the framework of the mobility partnerships, which covers validation in the context of circular migration. Some countries are piloting validation schemes in specific sectors or are using the NQFs to develop systems for validation of non-formal and informal learning. The ETF's role is to provide support in the countries that have decided to adopt such systems.

European Credit system for Vocational Education and Training (ECVET). The candidate countries are using ECVET as the guiding principle for developing their credit systems in VET, which form part of their NQFs. While these countries are the most advanced among the ETF partner countries, others are also seeking to ensure consistency of their developing credit systems with ECVET. The ETF support consists of providing policy advice on the use of credit systems, taking into account local conditions.

European Quality Assurance in vocational Education and training (EQAVET). The candidate countries are represented in the EQA-VET Community of Practice. For the ETF partner countries European Quality Assurance Reference Framework for VET (EQARF) serves as a reference framework for VET quality management. The ETF works with the partner countries facilitate exchange of experience and good practice, provides policy advice, helps partner countries in contacts with the community of practice and seeks to link developments in the Member States with those in the partner countries.

The ETF project Anticipation and Matching of Demand and Supply of Skills is part of the **EU Skills Panorama Initiative** which brings all the skills-related EU-led and financed projects together. The

project, which is being implemented in close cooperation with Cedefop and ILO, is developing a number of methodological guides on anticipation and matching methods and practices for use by the ETF partner countries.

The use of **Europass** tools is limited in the majority of the ETF partner countries with the exception of the candidate countries.

External relations policies and instruments

The **EU's Enlargement policy** guides the process of expanding the EU through the accession of new Member States. The new **Instrument for Pre-accession Assistance (IPA II)** aims at a more coherent and strategic approach to pre-accession assistance focusing on five overarching policy areas. The key policy area relevant for the ETF's work is '(c) employment, social policies and human resources development'.

The ETF will focus its interventions on assisting the countries to develop more coherent and strategic approaches in line with their visions, strengthen impact through improved institutional arrangements and monitor progress. Support to the preparation of annual or multi-annual programmes to be adopted under IPA II will be a cornerstone of ETF support to the Commission services in the period.

The ETF will also use the **SEE 2020 Strategy** and the **Danube Strategy** as reference documents to inspire the ETF actions in the countries.

The **Neighbourhood policy**⁷ is the EU's strategy for cooperation with 16 neighbouring countries⁸. The **European Neighbourhood Instrument (ENI)** will support deeper political cooperation, closer economic integration with the EU and an effective and sustainable transition to democracy. Cooperation with the EU's neighbours will be based on the '*more for more*' principle, as proposed in the Joint Communication of the High Representative of the EU for Foreign Affairs and Security Policy and the European Commission '**A new response to a changing Neighbourhood**'.

A partnership of democracy and shared prosperity with the southern Mediterranean⁹ (2011) is built on three elements: democratic transformation and institution building, with a particular focus on fundamental freedom, constitutional reforms, reform of the judiciary and the fight against corruption; a stronger partnership with the people, with specific emphasis on support to civil society and on enhanced opportunities for exchanges and people-to-people contacts and a particular focus on young people; and sustainable and inclusive growth and economic development, particularly support to small and medium-sized enterprises (SMEs), VET, health and education systems and development of the poorer regions.

The **Union for Mediterranean (UfM)** constitutes a framework for political, economic and social relations between the European Union and the Southern and Eastern Mediterranean (SEMED) and is inspired by the goals set out in the Barcelona Declaration, namely working for the creation of an area of peace, stability, security and shared economic prosperity, as well as full respect of democratic principles, human rights and fundamental freedoms and promotion of understanding between cultures and civilizations in the Euro-Mediterranean region.

The EU is also working on strengthening certain aspects of cooperation with the **Eastern Partnership** countries by negotiating Association Agreements and providing a sound political basis for advancing

⁷ <http://bit.ly/9i6DWN>

⁸ The European Neighbourhood Policy is a collaborative approach between the EU and participating countries to foster stability, security and prosperity in the economies in proximity to the EU

⁹ <http://bit.ly/pbxTcu>

relations. The ETF is active in Platform 4 “Contacts between people” and Platform 2 “Economic integration and convergence with EU sector policies”.

The adoption of a “**Strategy for a new enhanced partnership with Central Asia**” by the European Council in June 2007 gave impetus to both regional and bilateral dialogue, and has reinforced EU cooperation with the five countries on major issues facing the region, such as poverty reduction, and sustainable development and stability. The **EU-Central Asia Education Platform**, which started in February 2012, supports the EU in strengthening education reforms in the region by promoting policy dialogue as well as improving the coordination of donor financed education projects and programmes.

Among other policy documents relevant to the ETF’s work is the **Communication increasing the impact of the EU Development Policy: an agenda for change**¹⁰, adopted in October 2011, which proposes to continue the support for social inclusion and human development with at least 20% of EU aid.

Other relevant policies

The European Union’s Small Business Act¹¹ makes up the core policy lines for promoting small businesses, and where particular emphasis is given to enterprise skills, entrepreneurship promotion through the education system, as well as the need for more developed efforts to promote youth entrepreneurship and women’s entrepreneurship.

The ETF supports these objectives through regular indicator-driven assessments in the South Eastern Europe and Turkey (SEET)¹². In SEMED and as part of broader EU assistance, the ETF bases its support on the Euro-Mediterranean Charter for Enterprise, again focusing on entrepreneurial learning and enterprise skills.

The **Communication from the Commission, Small Business, Big World — a new partnership to help SMEs seize global opportunities (2011)**¹³, set the objectives to: i) provide SMEs with easily accessible and adequate information on how to expand their business outside the EU; ii) improve the coherence of support activities; iii) improve the cost-effectiveness of support activities; iv) fill existing gaps in support services and v) establish a level playing field and provide equal access for SMEs from all EU Member States.

The **Entrepreneurship 2020 Action Plan (2012)** sets out a renewed vision and a number of actions to be taken at both EU and Member States’ level to support entrepreneurship in Europe. It is based on three pillars: developing entrepreneurial education and training; creating the right business environment; role models and reaching out to specific groups. The ETF is using the action plan as a reference tool for its work with the partner countries.

The European Commission Communication on migration (2011), indicates that there is a need for the EU to strengthen its external migration policies by concluding partnerships with third countries which address migration and mobility related matters in a mutually beneficial way. This philosophy has inspired the Commission Communication and the Council Conclusions on the Global **Approach to Migration and Mobility (GAMM)**, adopted in November 2011 and May 2012 respectively, which provide for the overarching framework of the EU external migration policy, in line not only with EU foreign policy and the EU development policy but also with internal policies such as the Europe 2020

¹⁰ <http://bit.ly/peXzD0>

¹¹ <http://bit.ly/7alt3C>

¹² The term ‘Western Balkans’ has been replaced with ‘South Eastern Europe’ to reflect the latest political developments.

¹³ <http://bit.ly/zPdelm>

Strategy, employment and education policies. Education and training play a crucial role in successfully integrating migrants into society and the labour market.

The ETF plays a key role in the implementation of mobility partnerships, from skills and employment perspective, that were signed between the EU and Republic of Moldova (2008), Georgia (2009), Armenia (2011) and Morocco (2013) and in the negotiations of migration and mobility dialogue launched between the EU and Tunisia, Jordan and Azerbaijan that can lead to the signature of Mobility Partnerships.

EU Presidency programmes

The ETF will follow closely the agenda of the Greek and Italian EU Presidencies and co-operate with them and the European Commission to ensure appropriate links.

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
EU policies for education, training and employment							
1	EU 2020 Strategy European Council Conclusions (17/06/2010) and European Commission Communication (03/03/2010)	The Lisbon Strategy developed for the period 2000-10 to provide a framework for a European-wide approach to economic growth has been updated through the Europe 2020 strategy. The Europe 2020 strategy identifies two key flagship areas for human capital development within the EU. These are: 'Youth on the move' and 'An agenda for new skills and jobs'. In addition, the European Platform against Poverty and Social Exclusion sets out actions to reach the EU target of reducing poverty and social exclusion by at least 20 million by 2020.		√	√	√	√
2	A strategic framework for European Cooperation in education and training (ET 2020)	The strategy has the following objectives for education and training in the EU to: make lifelong learning and mobility a reality; improve the quality and efficiency of education and training; promote equity, social cohesion and active citizenship; and, enhance creativity and innovation, including entrepreneurship, at all levels of education and training.	The Torino Process related activities, both the overall principles of the Process as such but also the specific analytical framework are highly inspired by the E&T 2020 framework and in particular the Copenhagen process.	√	√	√	√

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
3	The Bruges Communiqué on enhanced European Cooperation in Vocational Education and Training 2011-2020	The global vision for vocational education and training in 2020 indicates that European VET systems should be more attractive, relevant, career-oriented, innovative, accessible and flexible and should contribute to excellence and equity in lifelong learning.	<p>In the case of the Candidate countries, they fully participate in the Bruges reports with the support of the ETF teams. The Torino process related activities, both the overall principles of the Process as such but also the specific analytical framework are highly inspired by the E&T 2020 framework and in particular the Copenhagen process.</p> <p>The ETF will contribute in 2014 to the elaboration of the so called "2014 Review" focusing on the progress the candidate countries have made in the period 2011-2014.</p>	√	√	√	√

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
4	Rethinking Education: Investing in skills for better socio-economic outcomes, 20.11.2012,COM (2012) 669 final	The Communication promotes employability, competitiveness and intercultural dialogue in fostering transversal key competences in LLL policies The Communication covers: developing world-class vocational education and training to raise the quality of vocational skills; promoting work based learning including quality traineeships, apprenticeships and dual learning models to help the transition from learning to work; promoting partnerships between public and private institutions (to ensure appropriate curricula and skills provision); promoting mobility	<p>The In 2014, the ETF will continue to cooperate with Cedefop to produce the state of play of the VET systems in the candidate countries, contributing to the 2014 Review. For the other partner countries, the ETF will use the Torino process exercises, to determine the state of the art and vision for VET in each country or, and an assessment of the progress that countries are making in achieving the desired results .</p> <p>ETF will act as a key stakeholder promoting the principles of the Alliance in the partner countries. In 2014, the ETF will focus on the issue of qualifications and during the corporate conference that will be organising on April 2014 will offer the stakeholders from its partner countries to discuss in-depth the challenges in implementation. In 2014, ETF's work on entrepreneurial learning and enterprise skills will reinforce its policy monitoring and capacity building efforts to date particularly in the pre-accession and neighbourhood regions, and specifically reflect the most recent EU policy guidance and recommendations in both areas, including the specific provisions of the communication</p> <p>The ETF promotes the cooperation between the education, training and research as part of the evidenced based policy analysis as Torino process, SBA and Employment/Employability Analysis.</p>	√	√	√	√

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
5.	A new impetus for European cooperation in vocational education and training COM(2010) 296 final	The priorities that give vocational education and training a new impetus include: ensuring access to training and qualifications; promoting mobility; ensuring the highest possible quality of education and training; providing more opportunities for disadvantaged groups; and nurturing creative, innovative and entrepreneurial thinking in students.	<p>The ETF has been a pioneer in the partner countries and regions on the field of qualifications and quality. ETF provides expertise to the partner countries and runs the Qualifications platform, in particular updating the inventory on progress made in the development and implementation of qualifications in the partner countries</p> <p>The ETF is promoting the instrument on the validation of non-formal and informal learning and provides support to the countries that have decided to adopt such systems.</p> <p>The candidate countries are using the ECVET as guiding principles for developing their credits in VET. The candidate countries are represented in the EQA-VET Community of Practice.</p>	√	√	√	√
EU migration and mobility external policy							
6	Communication on migration COM (2011) 248 final, 4.05.2011	The document indicates that there is a need for the EU to strengthen its external migration policies, using the partnerships with third countries that address the issues related to migration and mobility in a way that makes cooperation mutually beneficial.	There is a specific project on Migration and skills focussing on the skills dimension of migration, the validation of skills of returnees and other measures facilitating the circular migration. The ETF also supports the different countries with a Mobility Partnership agreement, or in a process of having one.		√	√	

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
7	A dialogue for migration, mobility and security with the southern Mediterranean countries 24.5.2011, COM(2011) 292	The Communication supports and encourages reforms to improve security giving partner country citizens a possibility of mobility to the EU while addressing illegal migration flows. Mobility partnerships could also encompass specific schemes for facilitating labour migration between interested Member States and the southern Mediterranean countries.	There is a specific project on Migration and skills focussing on the skills dimension of migration, the validation of skills of returnees and other measures facilitating the circular migration. The ETF also supports the different countries with a Mobility Partnership agreement, or in a process of having one.		√		
8	The Global Approach to Migration and Mobility	The Global Approach is defined as the overarching framework of EU external migration policy, complementary to other, broader, objectives that are served by EU foreign policy and development cooperation. The EU has established dialogues on migration and mobility with neighbouring countries, both with the EaP and the South Mediterranean partners. Some of these dialogues have evolved into Mobility Partnerships as in the cases of Armenia, Georgia and Moldova in the East and Morocco in the South. Dialogues with Tunisia and Jordan and with Azerbaijan might eventually lead to Mobility Partnerships. Education and training play a crucial role in successfully integrating migrants into society and the labour market and therefore are important element in all migration dialogues and Mobility Partnerships.	There is a specific project on Migration and skills focussing on the skills dimension of migration, the validation of skills of returnees and other measures facilitating the circular migration. The ETF also supports the different countries with a Mobility Partnership agreement, or in a process of having one.		√	√	

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
Development policy							
9	Increasing the impact of the EU Development Policy: an agenda for change, 13.10.2011- COM (2011)637 final	The Communication proposes to continue the support for social inclusion and human development through at least 20% of EU aid. A greater focus will be on investing in drivers for inclusive and sustainable economic growth. Through capacity-building and exchange of knowledge, the EU will support vocational training for employability and capacity to carry out and use the results of research.	The EU Development Agenda inspires the whole activities of the ETF, in particular SEMED, EE and CA. Social Inclusion has a particular emphasis in the enlargement region. Sustainable economic growth is supported by the ETF in the contribution the VET systems and the entrepreneurial learning activities can make to it.		√	√	√
Enterprise and entrepreneurial learning							
10	Small Business Act for Europe ,26.06. 2008 Euro Med Charter for Enterprise Charter signed by the ministries of industry in 2004	The European Union's Small Business Act frames the EU's approach to supporting small business development, including the contribution to human capital development. Its key objectives include promotion of entrepreneurial learning and enterprise skills.	The ETF supports these objectives through regular indicator-driven assessments.	√	√	√	
11	Entrepreneurship 2020 Action Plan COM(2012) 795 final, 9.1.2013	The Action Plan sets out a renewed vision and a number of actions to be taken at both EU and Member States' level to support entrepreneurship in Europe. It is based on three pillars: developing entrepreneurial education and training; creating the right business environment; role models and reaching out to specific groups.	The ETF (together with OECD, EIB and DG ENTR) contributes to the SBA assessments in the different regions. The Action Plan has been examined and its implications considered for ETF's work since it was consulted in 2012. The CoP on Entrepreneurship and Enterprise skills will use as reference tool.	√	√	√	

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
12	Small Business, Big World — a new partners hip to help SMEs seize global opportunities 9.11. 2011	The Communication set the objectives to i) provide SMEs with easily accessible and adequate information on how to expand their business outside the EU; ii) improve the coherence of support activities; iii) improve the cost-effectiveness of support activities; iv) fill existing gaps in support services and v) establish a level playing field and provide equal access for SMEs from all EU Member States.		√	√	√	√
External relations policies and instruments							
South Eastern Europe and Turkey							
13	Instrument for Pre-accession Assistance (IPA II), Brussels, 7.12.2011 COM(2011) 838 final	The Instrument for Pre-accession Assistance (IPA) remains the financial pillar of the Enlargement Strategy, encompassing all aspects of internal policies and thematic issues. The aim will be to ensure that candidate countries and potential candidates are fully prepared for possible accession by encouraging them to adapt emerging EU strategies and policies into their national priorities.	The ETF will focus its interventions on assisting the countries to develop more coherent and strategic approaches in line with their visions, strengthen impact through improved institutional arrangements and monitor progress. Support to the preparation of annual or multi-annual programmes to be adopted under IPA II will be a cornerstone of ETF support to the Commission services in the period.	√			
14	European Union Strategy for Danube Region COM(2010) 715	The documents stresses the importance of investing in people so that the Region can sustainably progress and grow,prioritising knowledge and inclusion. Building on the success of parts of the Region will open access to further education, and modernise training and social support.		√			

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
15	SEE 2020 Strategy (draft)	The strategy is based on five pillars: integrated, smart, sustainable, and inclusive growth, and good governance for growth. The basic goal of SEE 2020 is to improve living conditions and bring back in the region's focus competitiveness and development of each country and the entire region. In that sense, the document leans onto the EU strategy Europe 2020. The most important SEE 2020 targets include: employment growth rate in the region by 12%, increase in mutual trade by 230%, and the rise of the region's GDP from the current 38% to 46% of the EU average.		√			
European Neighbourhood							
16	2012 ENP Package: Communications 1) Delivering on a new Neighbourhood Policy and 2) Eastern Partnership Roadmap 15.05. 2012 (COM(2012)13 and 14,SWD (2012)108-124	The 2 Communications 1) look at the implementation of EU's new approach towards the neighbourhood as launched on 25 May 2011 and 2) set out a roadmap for the implementation in the East till the new Eastern Partnership Summit in autumn 2013. Several SWDs and 12 country progress reports are part of the package.	The ETF is a regular reporter on HCD to the Neighbourhood Progress Reports. The communication also frames the contribution of the ETF to programming of ENPI in the SEMED and EE regions. The ETF is active in the Eastern Partnership Platform 4 "Contacts between people" and Platform 2 "Economic integration and convergence with EU sector policies".		√	√	

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
17	A response to a changing neighbourhood 25.05.2011, COM(2011) 303	The EU approach aims to: provide greater support to partners engaged in building deep democracy, support inclusive economic development, strengthen the two regional dimensions of the European Neighbourhood Policy covering the Eastern Partnership and the southern Mediterranean and provide the mechanisms and instruments fit to deliver these objectives. Cooperation under the Eastern Partnership will continue with policy dialogue in areas such as: education, youth and culture as well as employment and social policies.	The response to the requests coming from countries involved in the Arab Spring will continue to give a priority to the political commitments highlighted in the Communication. They also inspire the priorities of the whole Neighbourhood south region.		√	√	
18	A European Neighbourhood Instrument, Brussels, 7.12.2011 COM(2011) 839 final	The European Neighbourhood Instrument (ENI) will benefit the EU's neighbouring countries supporting deeper political cooperation, closer economic integration with the EU and an effective and sustainable transition to democracy. Cooperation with the EU's neighbours will be based on the 'more for more' principle, as proposed in the Joint Communication of the High Representative of the EU for Foreign Affairs and Security Policy and the European Commission 'A new response to a changing Neighbourhood'.	The ETF supports the human capital development priorities of the action plans and helps the countries involved to develop education, training and employment systems that produce skills and competencies relevant to participation in the internal market and economic growth more generally and also contributes to the development of democratic societies. The ETF's actions in the European Neighbourhood support these specific regional initiatives in the context of the overall priorities of the Neighbourhood Policy.		√	√	
19	Joint Communication "Delivering on a new European Neighbourhood Policy" (JOIN(2012)14, 15 May 2012	Progress achieved in 2011 under the new European Neighbourhood Policy was assessed, as well as in the related regional and country progress reports covering the year 2011. Specific activities concerning VET were also included and highlighted in the Roadmaps towards 2013 for the Eastern Partnership and the Partnership for Democracy and Shared Prosperity, which were issued in conjunction with the progress reports.	The ETF supports the human capital development priorities of the action plans and helps the countries involved to develop education, training and employment systems that produce skills and competencies relevant to participation in the internal market and economic growth more generally and also contributes to the development of democratic societies.		√	√	

No.	Paper	Content	ETF 2014 Work Programme	Geographical coverage			
				SEET	SEMED	EE	CA
Southern and Eastern Mediterranean							
20	A Partnership for Democracy and Shared Prosperity with the Southern Mediterranean The Joint COM(2011) 200 final	Education is a key focus of EU activities in the region. Tackling high levels of illiteracy is an important element to promoting democracy and ensuring a qualified workforce to help modernise the southern Mediterranean economies. Vocational education and training also has an important role to play in addressing disparities.	The ETF will support the partner countries in identifying the key strategic components on an integrated VET policy. Exchanges of best practice on programmes enhancing the skills of unemployed people will be encouraged.		√		
Central Asia							
21	A financing instrument for development cooperation Proposal for a Regulation of the European Parliament and of the Council, Brussels, 7.12.2011 COM(2011) 840 final		The European Union also supports the EU-Central Asia Education Platform which started in February 2012 and aims to strengthen education reforms in the region by promoting policy dialogue as well as improving the coordination of donor financed education projects and programmes.				√

Annex 2: Collaboration with other EU agencies

Cedefop-ETF Joint Work Programme 2014

Core Themes	Specific Themes for 2014	Exchange of information and good practices	Joint Actions	Knowledge Sharing Seminars and major events
Vocational education and training system development and provision	VET policy reporting, including lessons learned and follow-up action on entrepreneurial learning	Exchange of information and experience on EU and third country policy and operational issues	Follow up of the 2012-13 stocktaking exercise and of the 2014 policy reporting on the Copenhagen process	Thessaloniki KSS (ETF – Cedefop) June 2014 Torino KSS seminar (ETF-Cedefop) October 2014 2014 ETF corporate conference on qualifications 2014 Cedefop Agora conference on skills mismatch (June 2014)
	Work based and work placed learning			
	Qualifications development		Co-operation on: <ul style="list-style-type: none"> - the external dimension of the EQF including international qualifications - the development of the Qualifications Platform - the development and implementation of the European Area of Skills and Qualifications focussing on permeability and in particular EQF levels 5 and 6 - the referencing of NQFs to the EQF - validation of non-formal and informal learning 	
	Skills matching and anticipation		Co-operation in the development of methodologies	
Administrative issues	HR, procurement, finance, budget, ABAC implementation	Exchange of good practice	Iterative process	
Strategic issues	Participation in the Governing Board meetings PMS	Cedefop GB: June 2014 ETF GB: June 2014 and November 2014		

ETF-Eurofound action plan 2014

In accordance with Article 6 of the Collaboration Agreement, Eurofound and the ETF have agreed the following action plan to cover the time period from January to December 2014:

Actions	Activities
<p>Areas of cooperation between the two agencies :</p> <ol style="list-style-type: none"> 1. Job growth in SMEs 2. Women's participation in the labour market 3. Projects 27-30 (EF WP Draft 2 of June 2013) <ul style="list-style-type: none"> - Representativeness studies at EU level and the concept of representativeness at national and EU level - The role of social partners in the National Reform Programmes and in the European Semester - New topics, new tools, innovative approaches by the social partners - Services provided by social partner organisations 	<ol style="list-style-type: none"> 1. EF will invite ETF to the workshops that will be organised within the framework of the project. EF Contact: Irene Mandl ETF contact: Anthony Gribben 2. ETF to put at the disposal of EF the reports and methodologies used in the project "Women at work", if of interest. EF Contact: Massimiliano Mascherini ETF contact: Francesca Rosso EF will share with the ETF the previous work done on NEETs. EF Contact: Massimiliano Mascherini ETF contact: Anastasia Fetsi 3. EF to share with the ETF the questionnaire used to assess the representativeness of the social partners at EU member states level; EF Contact: Christian Welz ETF contact: Manuela Prina
<ol style="list-style-type: none"> 4. Organisation of one annual joint meeting with the possibility of organising also a teleconference 	<p>The consolidated versions of the work programme of the two agencies will be shared in October.</p>
<ol style="list-style-type: none"> 5. Participation in other meetings 	<p>EF will explore with its Governing Board the possibility of inviting ETF in the Board meetings; ETF and EF to explore possibilities of organising a joint meeting once a year on a specific topic of interest for cooperation, such as NEETs</p>

Annex 3: ETF Logical Framework

MTP 2014-2017 Intervention Logic	Work programme 2014
<p>Overall objective</p> <p>To make vocational education and training in the partner countries a driver for lifelong learning and sustainable development, focussing on competitiveness and social cohesion.</p>	
<p>Purpose</p> <p>The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.</p> <p>The ETF will achieve this by:</p> <ul style="list-style-type: none"> ■ Providing impartial, non-commercial expertise on public policies for human capital development. ■ Encouraging ownership and broad participation among relevant stakeholders, supporting consensus building and mutual learning among actors ■ Utilising a holistic policymaking approach that takes into account the context of each country and is based on evidence. ■ Considering VET in a broad context in terms of its links to employment, social inclusion, enterprise development, competitiveness and sustainable development. ■ Ensuring priorities evolve constantly according to changes in its operational environment, EU priorities and specific requests from the European Union. ■ Focusing on priorities that produce high impact with the resources available. ■ Ensuring consistency between its work in the partner countries and its support to programming EU development cooperation instruments and projects. 	<p>Overall objective</p> <p>To contribute harnessing the potential of ETF partner countries' human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.</p>

MTP 2014-2017 Intervention Logic	Work programme 2014
<p>Results</p> <ul style="list-style-type: none"> Increased effectiveness of VET policy making based on participatory processes Enhanced VET provision leading to an increase in employability 	<p>Purpose</p> <ul style="list-style-type: none"> To develop Evidence-based VET policy analysis To Modernise VET system in a lifelong learning perspective To increase relevance of VET provision in respect of labour market, economic growth and social cohesion through innovative approaches
<p>Activities</p> <p>Multiannual planning:</p> <ul style="list-style-type: none"> Regional and Departmental Plans Country Plans and Regional/Thematic Projects Functions and countries are expected to remain stable in the period 2014-2017. <p>Thematic Areas¹⁴:</p> <ul style="list-style-type: none"> qualifications and qualification systems, learning and teaching in VET, quality in VET, employment and employability, skills dimension of migration and mobility entrepreneurial learning and enterprise skills 	<p>Results</p> <p>Annual objective 1: to reinforce partner country policy analysis capacity in the field of human capital development through the Torino Process and in other policy area analyses (SBA, employability, NQF)</p> <ul style="list-style-type: none"> Indicator 1.1: % of partner countries undertaking self-assessments in Torino Process policy analyses <i>Target 1.1: By 2014, 70% of participating partner countries undertake self-assessments or ex-ante impact assessments.</i> Indicator 1.2: Recommendations following the draft SBA assessment (in the chapters the ETF is responsible for) issued to EE partner countries <i>Target 1.2: By the end of 2014, SBA assessments completed in 100% of the EE participating countries and recommendations issued in the ETF chapters.</i> Indicator 1.3: Number of partner countries participating in the inventory on NQF <i>Target 1.3: Reporting about NQF developments in at least 25 countries</i> Indicator 1.4: (tbc at the request of the EC services) <p>Annual objective 2: to support partner countries in modernising their VET system in a lifelong learning perspective</p> <ul style="list-style-type: none"> Indicator 2.1: Development of multi-level governance in VET in the partner countries <i>Target 2.1.1: Best practice in multi-level governance (i.e. entrepreneurial communities) disseminated in the corporate conference, November 2014.</i> <i>Target 2.1.2: VET policies at regional level supported in Morocco, Tunisia and Ukraine</i> <i>Target 2.1.3: Handbook on foresight methodology from FRAME disseminated in SEET</i> <i>Target 2.1.4: Monitoring tool from FRAME used for the Torino Process</i> <i>Target 2.1.5: Multi-country analysis on governance of VET systems finalised through GEMM</i> Indicator 2.2: EU VET quality assurance policy and tools adapted to the context of partner countries <i>Target 2.2: Belarus, Tajikistan and Bosnia and Herzegovina as well as SEMED through GEMM supported in the development of VET quality assurance policies</i>

¹⁴ May change in successive work programmes according to evolving EC priorities, country context and ETF policy analyses

Annual objective 3: To increase the relevance of VET provision through innovative approaches.

- Indicator 3.1: Qualifications development

Target 3.1.1: draft methodology for comparison of qualifications developed and presented to the EuroMed strategic committee on qualifications and mobility.

Target 3.1.2: concept notes on NQF governance in Lebanon and Morocco elaborated.

Target 3.1.3: Palestinian multi-stakeholder group supported to develop learning outcome-based qualifications in Area C.

Target 3.1.4: NQF development in SEET and its implementation with referencing to EQF and linking VET and higher education.

Target 3.1.5: sharing experience on value and limitations of NQFs as tools for VET Reform through corporate conference in April 2014

- Indicator 3.2: Work-based learning assistance

Target 3.2.1: Best practice in work-based learning disseminated in SEET

Target 3.2.2: In-service teacher training pilots mainstreamed in Montenegro.

Target 3.2.3: Dissemination of teacher training handbook developed by ETF.

Target 3.2.4: Dissemination of flagship publication on work-based learning in ETF partner countries

- Indicator 3.3: Support partner countries to develop and use labour market information for policy making

Target 3.3.1: Methodological support to tracer studies in Armenia and Kyrgyzstan and skill needs analysis at regional level in Morocco.

Target 3.3.2: Anticipation and matching of skills guidelines applied in Ukraine and shared with Eastern Partnership countries.

Target 3.3.3: Support to the revision of employment policy in Kosovo.

- Indicator 3.4: Identification of successful migration and mobility policy from skills and employment perspective.

Target 3.4: Inventory of successful skills related measures for emigrants and returnees

- Indicator 3.5: Support partner countries to promote entrepreneurial learning

Target 3.5.1: Customised policy improvements and/or programme concepts based on specific requests from the EC and the EEAS.

Target 3.5.2: Pilot project on introduction as a core competence in vocational secondary schools completed and lessons learned shared in Lebanon.

Resources					Activities											
Subsidy: 2014-2017 (m€) T1+2: 64.423 T3: 20.318 GEMM: 2.00 FRAME: 1.50 Staff					GEO: for each country, multiannual plans with an annual focus on a limited number of themes. For regional projects, a differentiated thematic approach, as follows:					<i>Thematic expertise development</i> <ul style="list-style-type: none"> ■ 1. Qualifications and qualifications systems ■ 2. Governance in education and training ■ 3. Learning and teaching in VET ■ 4. Quality in VET ■ 5. Employment and employability ■ 6. skills dimension of migration and mobility ■ 7. Entrepreneurship and enterprise skills 			<i>Evidence-based policy making</i> <ul style="list-style-type: none"> ■ Torino Process ■ Torinet ■ Knowledge management ■ Cooperation with VET Intl' actors 			
	2014	2015	2016	2017	<i>SEET</i> <ul style="list-style-type: none"> ■ Support to DGVT/ACVT ■ FRAME 	<i>SEMED</i> <ul style="list-style-type: none"> ■ EuroMed Qualifications ■ Support to Union for the Mediterranean on EEL and skills for SMEs ■ Support to Union for Mediteranean regional policy dialogue on employment and employability ■ GEMM 	<i>EE</i> <ul style="list-style-type: none"> ■ Sector and regional approaches for VET and socio-economic strategies 	<i>CA</i> <ul style="list-style-type: none"> ■ School Development 								
Total	135	134	133	132												
Resources:					Budget 2014			2014	TA	CA	LA	SNEs	Total			
ETF Subsidy Title 1 & 2:					15.161											
ETF Subsidy Title 3: 4.983																
Total: 20.144																
GEMM: 0.670								Staff						135		
FRAME: 0.750																

Annex 4: Work in the regions according to thematic/policy priorities and the building blocks of the Torino Process analytical framework

The ETF's partner countries cover a wide range of regions, socio-economic backgrounds and human development issues. The situations of SEET, Russia, Eastern Europe (EE), Central Asia (CA) and SEMED are very different¹⁵, and all are engaged in profound changes linked to specific demographic, economic, social and political contexts.

In 2010 and 2012, the ETF has carried out the biennial Torino Process as a means of the identifying national policy needs: what has been achieved, what are the remaining challenges, which are the priorities for the next period.

Although the Torino Process provides evidence that considerable progress in VET reform has been made by partner countries, the 2012-13 round revealed that countries are not yet there in terms of achieving the objectives of their in many cases ambitious reforms. There is a way ahead, which differs according to the country context and evolution. The 2012 Torino Process put forward a number of priority areas for future action, both by the countries themselves and potentially as an inspiration for external assistance, in particular by the EU. These priority areas were formulated under five key building blocks, described in this chapter. The results of the analysis of the findings of Torino Process under these key building blocks have been translated in the seven thematic developments described in Part III.2). This analysis forms the basis of ETF interventions under the 2014-17 MTP and consequently for WP 2014.

The Torino Process confirms that, while the development needs of the partner countries are diverse, and strongly linked to the country context, there is a certain degree of converge in policy needs as policy makers seek to place VET in a lifelong learning context. Partner countries are inspired by the international debate among experts about VET: VET matters in both an educational and an economic context, being an instrument for short and long term employability; countries are aware of the important contributions of VET to social inclusion and growth and competitiveness; they are also aware of the need to pursue VET reforms as a long term process, in connection with other segments of the education systems and employment and that there is a need for persistent effort¹⁶. As stated in the Torino Process Declaration 2013, countries are also eager to focus on the impact of policies and strategies, that is, moving from policy design to policy implementation, and eventually evaluation. Last but not least, the results of the Torino Process highlight the need for continuous attention to the capacity building of the stakeholders that have to design and implement reforms in the countries. The big challenge for all countries is to enhance the relevance of VET provision to the needs of the labour market. That is the main engine to foster innovation in VET.

The following sections describe some of the achievements and remaining challenges for ETF partner countries, under the five building blocks of the Torino Process, concluding in an indication about which of these topics are specifically addressed in WP 2014 due to its urgency and importance. In this context, it is worth mentioning that the countries in the SEET are preparing for future membership and to adhere to the Europe 2020 internal policy goals and implementation methods. This proxy with the EU policies will allow the Torino Process in 2014 in this region will focus more on the link with the Bruges/Copenhagen process review.

Vision

The Torino Process documents the move in the partner countries from the initial need to raise awareness of the importance of VET among all key stakeholders to the elaboration of a shared vision

¹⁵ Therefore, EU assistance to the partner countries requires a differentiated, progressive, and benchmarked approach, COM (2003) 104 final.

¹⁶ ETF, Torino Process Cross Country Report 2012

and a strategy sector wide in most countries. This is an important qualitative step. The width and depth of these strategies varies according to countries and regions. In SEET they are strongly inspired by EU standards and good practice, in particular in candidate countries. In EECA intense work is currently being generated for developing new strategies for VET, after years of focus on general and higher education. This specificity places EECA countries in a good potential position for developing more coherent and integrated strategies. In SEMED, the Arab Spring contributed strongly to promote the idea of VET as a tool for enhancing employability and social inclusion, which is reflected in a growing number of countries aiming at developing strategies, even if in very different degrees of implementation. Participation of a greater number of stakeholders in the strategy design and implementation, together with the need to build more coherence with strategies in other areas remain as issues for further development. The need for the visions of the countries to tackle issues like social inclusion and competitiveness is still to be further developed. The Torino Process confirms also the need in all partner countries to enhance the development and use of evidence and data in VET policy making and implementation, as well as to go beyond the short term vision of many of the current strategies into a longer terms perspective (as for instance, the 2020 Strategy for the SEET region)

The vision plays an important role in the development of roadmaps 2020 in the FRAME project for South Eastern Europe and Turkey in 2014, which is also linked to their participation in Bruges/Copenhagen supported by ETF through the Torino Process.

External efficiency: responding to economic demand.

The awareness in the countries about the need for VET systems to give relevant responses to the local, regional and international labour markets has grown during the years, as the Torino Process illustrates, in particular in the presence of high unemployment rates (9 – 44.9% in SEET, 5.4 to 18.7 in SEMED, and 5.5 to 19.3 in EE, and between 0.4-11.6 in CA)¹⁷. In some regions, like SEMED, where the problem is youth unemployment is thriving (with rates like 30 for Egypt and Jordan, 36% for Palestine or 42% for Tunisia and a focus on young females), VET as a tool for economic demand has been put in the first place of the political agenda after the Arab Spring. However, VET systems across all the regions are still far from being able to provide an appropriate response to these huge employability needs. Thus the need to keep on working on areas such as the link of VET with employment and employability, entrepreneurial learning, skills for SMEs creation and growth, migration and skills, and work-based learning mechanisms. The very limited provision in continuing VET (CVT) and the shortage of information on this topic suggests also the need for further work in the countries in this important segment of VET provision, crucial to respond to economic demand. The issue of greater involvement of the private sector in VET is being discussed in many of the partner countries, with a demand for mechanisms, such as sector councils, that co-ordinate education and business co-operation to ensure that VET is responsive to labour market demand. This is a cross cutting theme in all regions as it builds a platform for qualifications and competence that can feed into continuing learning, develops entrepreneurial competence and enhances employability.

Another common challenge not yet resolved has to do with the need to make VET a more attractive option for citizens, by developing pathways to continuing education and raising awareness of its strengths as a means of transition to work.

In 2014 skills matching and anticipation will be an important priority in EE. Socio-economic demands are also a key element in the discussions on national qualifications frameworks and occupational standards in all regions. Skills for SMEs is central in the SBA assessment in the Eastern Partnership. Employment and youth employability is part of the GEMM project in SEMED. The topic is also relevant for SEET, due to their proxy with EU policies and their participation in Bruges/Copenhagen processes, to be supported through the 2014 Torino Process.

¹⁷ ETF, Torino Process Cross Country report 2012

External efficiency: responding to social demand

Despite the fact that awareness about the role that VET systems can play in terms of increasing social inclusion for vulnerable groups has grown in the countries in the past years, the Torino Process shows that this is a topic with ample room for further development. Across the regions, strengthening adult learning to address the needs of vulnerable groups stands out as a key issue. This includes women, disadvantaged young people, people with special educational needs, vulnerable minorities and rural communities. It also includes the problem of dropouts from VET. In some regions, such as the Southern and Eastern Mediterranean, vulnerable groups include NEETs (those outside the education system and the labour market) and those working for the informal sector). Although a number of countries have taken some concrete measures to address in general the importance of the VET systems giving a response to citizens' aspirations, the Torino Process and the Declaration point out towards the need to address this challenge in a transversal way, that it, permeating all the other key topics: vision, quality, governance, among others. In addition, ETF looks at VET as a tool for supporting citizenship building.

Internal efficiency

Under the Torino Process, this building block addressed mostly issues related to the internal quality of the systems. Despite efforts generated in the last years, VET systems across the partner countries are still far in most cases to be able to deliver quality. Most countries across the different regions are developing already work in some key areas, such as the setting up of national qualifications, including key competencies and validation of prior learning (including the transnational dimension of qualifications, a key topic in some regions). However, there is a strong demand for further work and support in this field. The need for improvements in teacher and trainer training, both in schools (encompassing in service and pre-service needs) and in companies is another topic identified in most of the countries as critical for the success of the on-going reforms, where considerable efforts have still to be done. Expanding labour market oriented VET at post-secondary level as an alternative to higher education appears as well as a priority in all the regions, with some work started in certain countries but still as a developmental area. Similarly, career guidance was also identified by the Torino Process as a key issue for efficiency; some countries have started working on this, but the way ahead is still quite long before modern functional systems can be set up in many of ETF partner countries. The need to improve adult learning features high also under this topic, connected to the shortage in the provision and information about the quality of CVT in many countries. In summary, many initiatives in the field of quality are taking place in the countries. What is missing in most countries is the overall concept and mechanism for developing a culture of quality assurance in the VET systems, linked to issues like transparency, accountability and delivery. Quality remains an area for intense work in the countries, supported as well by donors.

In 2014 quality and quality assurance have been identified as a specific priority in several countries throughout the regions, like Bosnia and Herzegovina, Belarus and Tajikistan. In Montenegro priority is given to teacher training. Armenia seeks for efficiency through developing career guidance in schools. Entrepreneurial learning as a key competence is priority in Tunisia and Lebanon and at regional level in SEMED and EE. The topic is also relevant for SEET, due to their proxy with EU policies and their participation in Bruges/Copenhagen processes, to be supported through the Torino Process 2014.

Governance

Governance emerges in the Torino Process as one of the areas where more is happening, although more efforts and support will be needed in the coming years. The analysis reveals that countries must move towards good, participatory and anticipatory governance modes, and that the multi-level governance approach both vertical (national, regional, sectoral, local) and horizontal (multiple stakeholders at each decision-making level) is applicable to all the countries within their context national specific needs. In its approach to this topic, the ETF focuses on the governance of VET functions, including mapping institutional arrangements through its functional analysis. Some countries are focusing on piloting decentralisation processes, others on fostering school autonomy, others in

setting up bodies or authorities that can increase both participation and accountability from stakeholders and at the same time coordination, particularly important in countries with very fragmented VET sectors. Work on the modernisation of governance of the VET systems has just started but it is one of the areas for further development.

Governance is at the core of the GEMM project in SEMED. Vertical governance and the comparison of sector and regional approaches to skills is the regional focus in EE in 2014. Territorial governance is subject of cooperation in Tunisia, Morocco, Russia and Ukraine. Horizontal governance and social partnership will be addressed in all regions, but particularly in Egypt. The interaction between policy makers and schools is a key element in school development in CA. The topic is also relevant for SEET, due to its proxy with EU policies and participation in Bruges/Copenhagen processes, to be supported through the 2014 Torino Process. Education and business cooperation is a priority in all regions.

Theme\ Building Block	Vision	External efficiency I	External efficiency II	Internal Efficiency	Governance & Finance
South Eastern Europe and Turkey					
Qualifications and qualifications systems	<ul style="list-style-type: none"> strategic development of HRD 	<ul style="list-style-type: none"> development of NQF with a consistent attention including post-secondary VET 		<ul style="list-style-type: none"> development of NQF with a consistent attention including post-secondary VET 	<ul style="list-style-type: none"> development of NQF with a consistent attention including post-secondary VET
VET quality assurance	<ul style="list-style-type: none"> strategic development of HRD 			<ul style="list-style-type: none"> setting up quality assurance mechanisms with a consistent attention including post-secondary VET 	
Learning and teaching in VET	<ul style="list-style-type: none"> strategic development of HRD 	<ul style="list-style-type: none"> Regional policy learning and familiarisation of OMC – work-based learning 		<ul style="list-style-type: none"> Teacher training as well as the inclusion of key competences into the curricula Regional policy learning and familiarisation of OMC – teacher training 	
VET governance	<ul style="list-style-type: none"> strategic development of HRD 				
Employment and employability	<ul style="list-style-type: none"> strategic development of HRD development 	<ul style="list-style-type: none"> development of the SEE 2020 strategy smart growth 	<ul style="list-style-type: none"> development of the SEE 2020 strategy 		

Theme\ Building Block	Vision	External efficiency I	External efficiency II	Internal Efficiency	Governance & Finance
	of the SEE 2020 strategy and in particular the part on human resource development under the pillar for inclusive and smart growth		inclusive growth		
Skills dimension of migration and mobility					
Entrepreneurial learning and enterprise skills	<ul style="list-style-type: none"> strategic development of HRD 	<ul style="list-style-type: none"> Entrepreneurial learning and enterprise skills into curricula Regional policy learning and familiarisation of OMC – work-based learning 		<ul style="list-style-type: none"> Entrepreneurial learning and enterprise skills into curricula 	

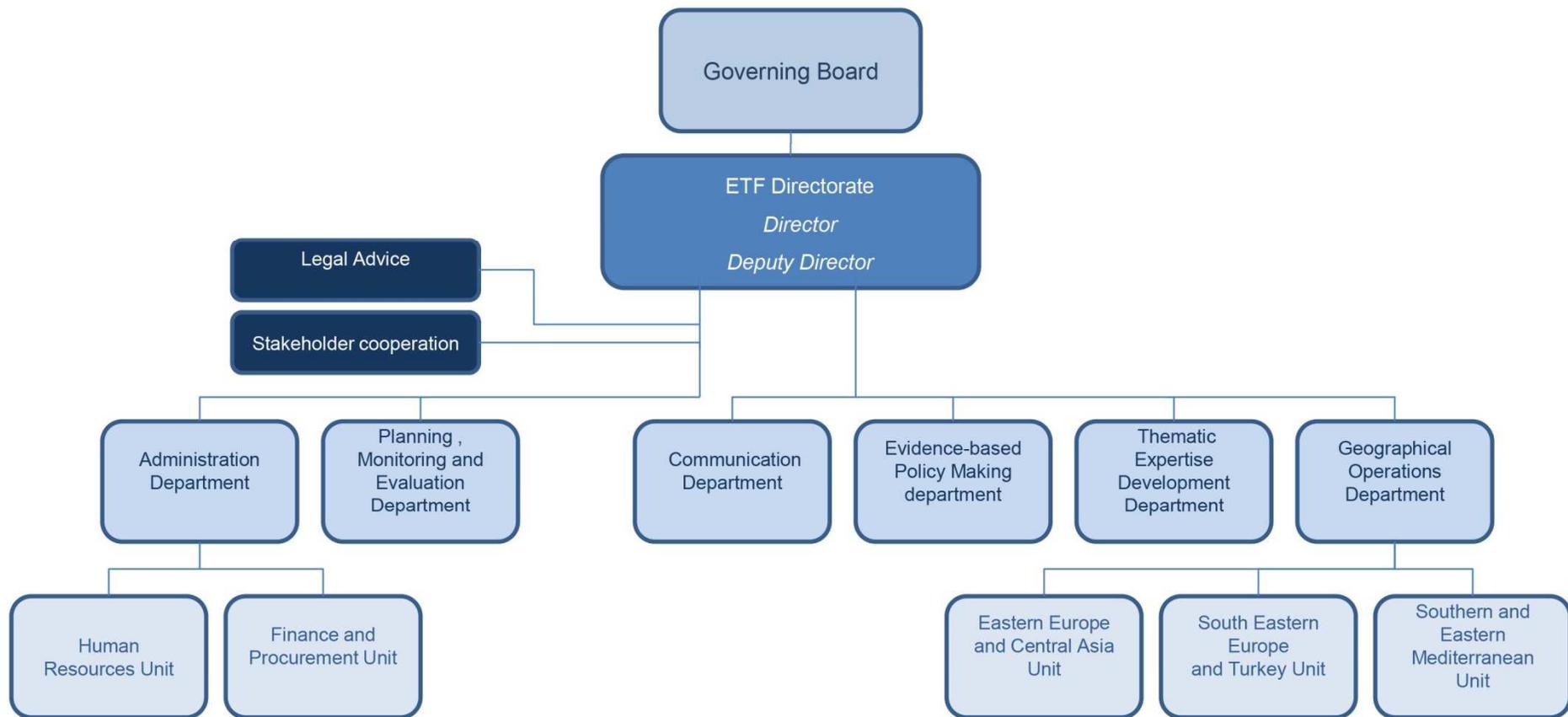
Southern and Eastern Mediterranean

Qualifications and qualifications systems		<ul style="list-style-type: none"> Development of qualification systems partnership dialogues on migration 	<ul style="list-style-type: none"> partnership dialogues on migration 	<ul style="list-style-type: none"> Development of qualification systems partnership dialogues on migration 	<ul style="list-style-type: none"> Development of qualification systems
VET quality assurance				<ul style="list-style-type: none"> Quality and relevance in VET 	
Learning and teaching in VET			<ul style="list-style-type: none"> VET attractiveness 		
VET governance		<ul style="list-style-type: none"> employment and industrial cooperation/enterprise development 	<ul style="list-style-type: none"> development of inclusive and transparent governance systems and attention to social and territorial cohesion 		<ul style="list-style-type: none"> Multilevel governance development of inclusive and transparent governance systems and attention to social and territorial cohesion
Employment and employability		<ul style="list-style-type: none"> support to job creation employment and industrial cooperation/enterprise development 	<ul style="list-style-type: none"> support youth and women employability 		<ul style="list-style-type: none"> EuroMed sectoral committees

Theme\ Building Block	Vision	External efficiency I	External efficiency II	Internal Efficiency	Governance & Finance
Skills dimension of migration and mobility		<ul style="list-style-type: none"> partnership dialogue on migration 			
Entrepreneurial learning and enterprise skills		<ul style="list-style-type: none"> support to SMEs employment and industrial cooperation/enterprise development 			
Eastern Europe					
Qualifications and qualifications systems	<ul style="list-style-type: none"> NQFs 	<ul style="list-style-type: none"> skills dimension of Mobility Partnerships incl VINFL 	<ul style="list-style-type: none"> skills dimension of Mobility Partnerships incl VINFL 	<ul style="list-style-type: none"> skills dimension of Mobility Partnerships incl VINFL 	<ul style="list-style-type: none"> VET & Sectoral committees NQFs
VET quality assurance				<ul style="list-style-type: none"> Implementation of VET reforms Curricula development and quality assurance in VET 	
Learning and teaching in VET		<ul style="list-style-type: none"> VET & sectoral committees VET schools enterprise relations, incl. work-based learning 	<ul style="list-style-type: none"> VET attractiveness 	<ul style="list-style-type: none"> Implementation of VET reforms 	
VET governance	<ul style="list-style-type: none"> closer links between socio-economic strategies and skills strategies 	<ul style="list-style-type: none"> VET & sectoral committees 			<ul style="list-style-type: none"> Regional approach to VET development
Employment and employability		<ul style="list-style-type: none"> closer links between socio-economic strategies and skills strategies 			
Skills dimension of migration and mobility		<ul style="list-style-type: none"> skills dimension of Mobility Partnerships, incl VINFL 			
Entrepreneurial learning and enterprise skills		<ul style="list-style-type: none"> VET schools enterprise relations, incl. work-based learning SBA assessment 		<ul style="list-style-type: none"> VET schools enterprise relations, incl. work-based learning SBA assessment 	

Theme\ Building Block	Vision	External efficiency I	External efficiency II	Internal Efficiency	Governance & Finance
Central Asia					
Qualifications and qualifications systems		<ul style="list-style-type: none"> NQF 		<ul style="list-style-type: none"> Support to VET reform implementation NQF 	<ul style="list-style-type: none"> Involvement of employers in employment standards
VET quality assurance			<ul style="list-style-type: none"> Attractiveness of VET and pathways 	<ul style="list-style-type: none"> Support to VET reform implementation School development NQF 	
Learning and teaching in VET		<ul style="list-style-type: none"> Engagement of employers in work-based learning 	<ul style="list-style-type: none"> Attractiveness of VET and pathways 	<ul style="list-style-type: none"> Support to VET reform implementation Teacher training and conditions School development 	<ul style="list-style-type: none"> Involvement of employers in VET policy
VET governance		<ul style="list-style-type: none"> National, regional and or local skills councils NQF 		<ul style="list-style-type: none"> National, regional and or local skills councils NQF 	<ul style="list-style-type: none"> National, regional and or local skills councils NQF
Employment and employability					
Skills dimension of migration and mobility			<ul style="list-style-type: none"> Attractiveness of VET and pathways 		
Entrepreneurial learning and enterprise skills				<ul style="list-style-type: none"> School development 	

Annex 5: Management and organisation



Annex 6: ABB by function, region and core theme

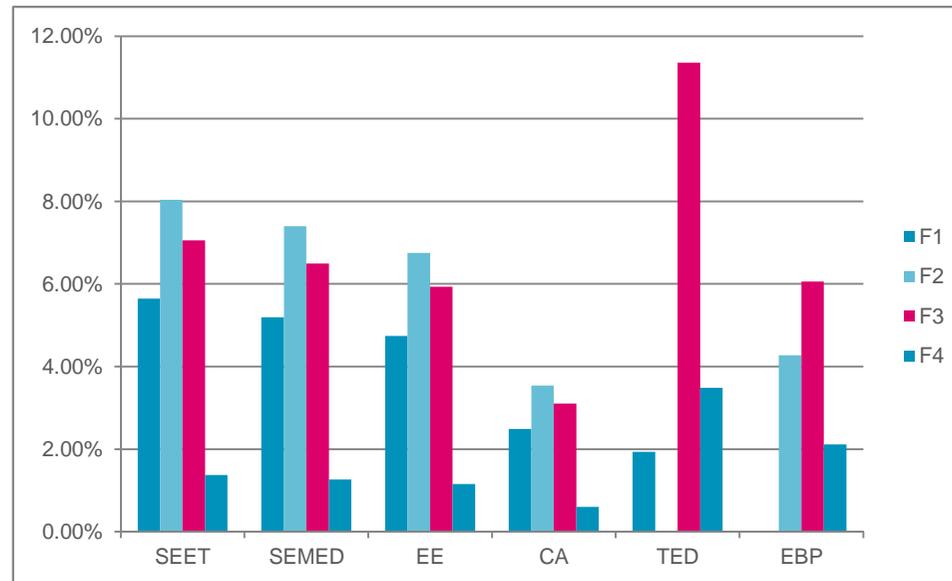
The tables in this section present the total ETF subsidy assumptions according to the three dimensions of the ETF planning and monitoring principles. These principles are operationalized from articles 1 and 2 of the ETF founding regulation and include: Main interventions (South Eastern Europe and Turkey, Southern Eastern Mediterranean, Eastern Europe, Central Asia, as well as the two areas which are cross-regional, Thematic Development and Evidence-based policy making), Core Themes (A Evidence-based VET policy analysis; B Modernisation of the VET systems and C. Innovative approaches for increased relevance of VET provision in respect of labour markets and economic and social cohesion) and Functions (F1. Support to the European Union, F2. Capacity building, F3. Policy analysis and F4. Dissemination and networking). The distribution is made according to the direct costs planned in these different categories: (Title III, operational expenses) and the planned human resources. On the basis of this distribution, the rest of the indirect costs have been attributed on a pro-rata basis.

In addition, the table ABB by Countries distributes the total subsidy according to the different partner countries the ETF works with (also re-distributing the Thematic Development and the Evidence-based policy making) and the table ABB by Themes does the same following the strategic policy areas.

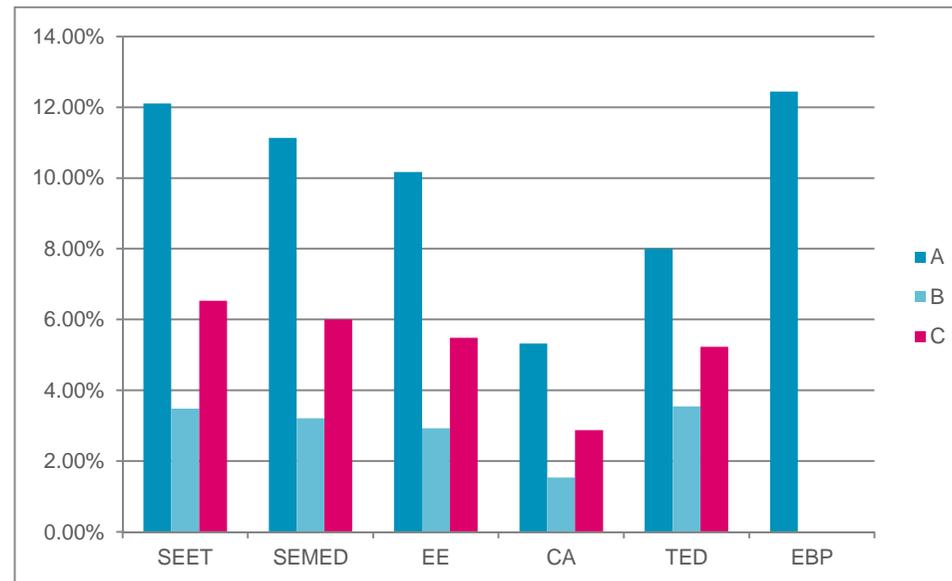
Therefore, the concrete amounts in the different ABB tables do not coincide with the figures in the tables in section III.3 in the column Project Funds. The reason for that is that while the latter just inform on the Operational expenses (Title 3 funds), the former also distribute the direct staff costs and on top the cost not directly attributable to the different planning categories, as described before.

The communication budget is distributed transversally and proportionally across the themes, functions and regions.

Function/ Region	SEET	SEMED	EE	CA	TED	EBP	Total
F1	1.137	1.046	0.955	0.500	0.390	0.000	4.029
F2	1.620	1.490	1.360	0.713	0.000	0.861	6.043
F3	1.422	1.308	1.194	0.626	2.287	1.220	8.058
F4	0.277	0.255	0.233	0.122	0.702	0.426	2.014
Total	4.456	4.099	3.743	1.961	3.379	2.507	20.144



Theme/Region	SEET	SEMED	EE	CA	TED	EBP	Total
A	2.438	2.243	2.048	1.073	1.611	2.507	11.919
B	0.702	0.646	0.590	0.309	0.715	0.000	2.963
C	1.315	1.210	1.105	0.579	1.053	0.000	5.262
Total	4.456	4.099	3.743	1.961	3.379	2.507	20.144



Theme/Function	F1	F2	F3	F4	Total
A	0.000	2.854	8.058	1.007	11.919
B	1.612	0.731	0.000	0.620	2.963
C	2.417	2.458	0.000	0.387	5.262
Total	4.029	6.043	8.058	2.014	20.144

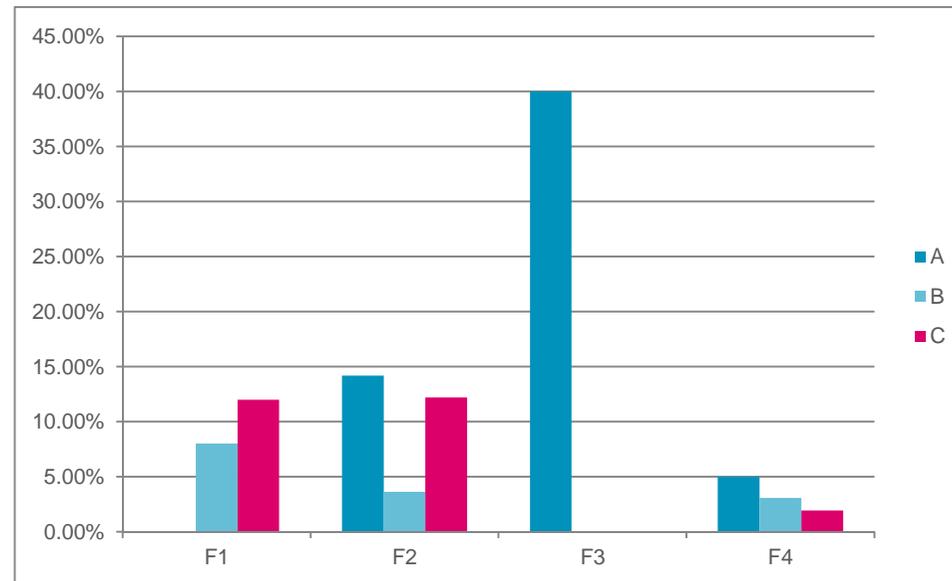


ABB by country

Country	Subsidy	%
SEET	6,158	30.6%
Albania	866	4.3%
Bosnia and Herzegovina	836	4.2%
Kosovo	823	4.1%
Former Yugoslav Republic of Macedonia	922	4.6%
Montenegro	873	4.3%
Serbia	927	4.6%
Turkey	922	4.5%
SEMED	6,426	31.9%
Algeria	351	1.7%
Egypt	900	4.5%
Israel	351	1.7%
Jordan	802	4.0%
Lebanon	626	3.1%

Country	Subsidy	%
Libya	429	2.1%
Morocco	1,229	6.1%
Palestine	788	3.9%
Tunisia	957	4.8%
EE	4,915	24.4%
Armenia	708	3.5%
Azerbaijan	752	3.7%
Belarus	543	2.7%
Georgia	739	3.7%
Republic of Moldova	927	4.6%
Russia	326	1.6%
Ukraine	929	4.6%
CA	2,645	13.1%
Kazakhstan	624	3.1%

Country	Subsidy	%
Kyrgyzstan	695	3.4%
Tajikistan	695	3.4%
Turkmenistan	260	1.3%
Uzbekistan	373	1.9%
Total	20,144	100.0%

NB: This ABB distribution by country is an estimated distribution of the whole subsidy according to the direct costing of human resources and operational budget. The operational allocation to the countries depends upon their readiness to engage in the Torino Process.

ABB by theme

Thematic area/Core Themes (M€)	A	B	C		
Evidence based policy analysis (Torino Process)	10.874			10.874	54%
Qualification and qualifications systems	0.379		1.511	1.890	9%
VET Governance		1.975		1.975	10%
Learning & Teaching in VET			0.604	0.604	3%
VET Quality Assurance		0.987	0.279	1.267	6%
Employment & Employability	0.304		1.215	1.518	8%
Skills dimension of Migration & Mobility			0.564	0.564	3%
Entrepreneurial Learning & Enterprise Skills	0.363		1.090	1.453	7%
TOTAL	11.919	2.963	5.262	20.144	100%
	59%	15%	26%	100%	

Annex 7: Procurement 2014

Projects will be implemented either through contracts in force (Table 1) or through new contracts to be awarded following a public procurement procedure (Table 2). The full annual procurement plan covering all budget titles will be published on the ETF's website by 31 March 2014. This plan is updated and republished on a monthly basis.

Table 1. Contracts in force

Activities to be procured under contracts in force	Estimated value in € ¹⁸	Contract tool
Services to support ETF project activities in partner countries ¹⁹	€1,060,000.00	Framework contracts
Provision of expertise to support ETF initiatives for human capital development	€970,000.00	Framework contract
Coordination of support for regional governance project and implementation of innovative actions in Medénine	€18,000.00	Fixed contract
Provision of expertise for an inventory of migrant support measures from a skills and employment perspective	€45,000.00	Fixed contract
Education and business cooperation study in Kazakhstan	€40,240.00	Fixed contract
Provision of creative design services	€130,000.00	Framework contract
Provision of content services	€220,000.00	Framework contract
Provision of technical editing services in the field of human capital development	€133,000.00	Framework contract
Provision of layout, printing and binding services	€120,000.00	Framework contract
Provision of branded promotional material	€45,000.00	Framework contract
Provision of digital communication services	€160,000.00	Framework contract

¹⁸ Estimated commitments for 2014

¹⁹ In 2013, the ETF will have contracts in force for services to support project activities in Albania, Bosnia and Herzegovina, Kosovo, former Yugoslav Republic of Macedonia, Montenegro, Serbia, Turkey, Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine, Syria, Tunisia, Armenia, Azerbaijan, Belarus, Georgia, Moldova, Russia, Ukraine, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan.

Provision of media and local event support	€50,000.00	Framework contract
Translations	€ 200,000.00	Service level agreement
Provision of ex-post audit services	€ 25,000.00	Inter-institutional framework contract
Provision of expertise for quality assurance, planning, monitoring and evaluation	€ 150,000.00	Inter-institutional framework contract
Internal control and risk management	€ 25,000.00	Inter-institutional framework contract

Table 2. Indicative planning of procurement procedures needed for the implementation of the projects

Activities to be procured with new contracts	Estimated value in € for 4 years	Contract tool	Tentative launch timeframe
Provision of media and local event support	€60,000.00	Framework Contract	Q1
Provision of layout, printing and binding services	€750,000.00	Framework Contract	Q1
Skills forecast methodology	€50,000.00	Fixed Contract	Q1
Consultancy and professional services for Sharepoint	€200,000.00	Framework Contract	Q1
Provision of professional conference organisation services	€8,300,000.00	Framework Contract	Q1
Provision of content services	€450,000.00	Framework Contract	Q2
Service to support project activities in Tunisia	€150,000.00	Framework Contract	Q2
Supply of books, serials and e-resources	€90,000.00	Framework Contract	Q3
Provision of consultancy services in the field of monitoring and evaluation	€600,000.00	Framework Contract	Q3

Depending on the actual implementation of the Annual Procurement Plan, the award and the consumption of framework contracts could take place beyond 2014.

Annex 8: Key performance indicators

8.1 Core mission key performance indicators 2014

KPI area	Indicator
	Overall - 95% level of achievement of planned activities according to quantitative and qualitative indicators.
Reinforce partner country policy analysis capacity in the field of HCD through the Torino Process and in other policy area analyses (SBA, Employability, NQF)	<p>No of participating partner countries:</p> <ul style="list-style-type: none"> - conducting self-assessments in Torino Process (70% by 2014) - participating in the inventory on NQF (80%) - SBA assessments completed and recommendations issued in the ETF chapters (100% in EE) - EC requests for employment analyses completed (100%)
Modernise VET systems in a lifelong learning perspective	<p>Development of multi-level governance in VET in the partner countries</p> <p>EU VET quality assurance policy and tools adapted to the context of partner countries</p> <p>90 % of planned outputs in relevant projects completed i.e. handbooks, tools, information notes etc.</p> <p>VET policies at regional level supported in Morocco, Tunisia and Ukraine</p> <p>Increase in networking and knowledge sharing amongst stakeholders at corporate conference (70% conference feedback)</p> <p>90% QA policy development activities completed according to plan and in particular in Belarus, Tajikistan and Bosnia and Herzegovina as well as SEMED through GEMM.</p>
Increase the relevance of VET provision through innovative approaches.	<p>90% or project activities planned completed in:</p> <p>Qualifications development</p> <p>Work-based learning assistance</p> <p>Development and use of labour market information for policy making</p> <p>Multi stakeholder involvement in 95% of relevant ETF project activities</p> <p>Concept notes for thematic areas produced (100%)</p> <p>90% of relevant project outputs completed i.e. best practice, flagship publications, teacher training handbooks and disseminated to multi stakeholders in partner countries.</p> <p>80% level of satisfaction from EU requests.</p>
Communication	<p>Average > 10 % annual increase in targets on set indicators:</p> <p>No. of people reached through digital media channels;</p> <p>No. of subscriptions to digital media channels;</p>

	<p>No. of downloads of ETF publications;</p> <p>No. of ETF publications distributed;</p> <p>No. of news articles and blogs published;</p> <p>No. of citations of ETF in external media;</p> <p>Search engine optimisation (i.e. Google referrals);</p> <p>No. of referrals from other websites;</p> <p>No. of people participating in ETF corporate and regional events and participation rate (participants/invitees).</p>
--	---

8.2 Non-core mission key performance indicators 2014

KPI area	Indicator
Financial management	Overall budget commitment (Subvention: T1, 2, 3), target >98%
	Overall budget execution (paid/committed of administrative budget T1,2), target >80%
	Overall budget execution (paid/payment appropriation of operational budget T3), target >98%
	Consumption of Carry forward (administrative budget T1,2), target >85%
	Payments paid within due date, target 80%
HR management	Average nr. of training days per staff member, target 8 days
	Posts filling rate, target >95%
Corporate services	Availability of IT critical systems, target >99%
	Annual reduction of building cost/m2, target >1% (after correction for inflation and energy costs)
Organisation	Effectiveness: overall achievement of planned activities (outputs), target >90%
	Efficiency: FTE ratio Central administration/Organisation, target <30%
	Staff engagement (based on annual staff survey), target >70%
	Implementation of improvement actions plans, target >95%

The “Non-core mission” indicators may be the subject of modification following the outcome and conclusions of the EU Agencies Performance Network Working Group on “Common principles for performance measurement and list of harmonised administrative indicators” and provisions n.28 of the Roadmap for the follow up for the implementation of the Common Approach on Agencies.

8.3 ETF Risk Register WP 2014

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁰ and Objectives	Description of potential risk	Inherent risk	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)
ETF-RR-2014-01	<p>(1. Risks related to the external environment)</p> <p>Annual Objective 1: To reinforce partner country policy analysis capacity in the field of human capacity development through the Torino process and in other policy area analyses (SBA, employability, NQF);</p> <p>Annual objective 2: To support partner countries in modernising their VET system in a life-long learning perspective</p> <p>Annual objective 3: To increase the relevance of VET provision through innovative approaches;</p>	<p>01. Disruption in the external environment limits partner country engagement in ETF activities and leads to failure/delays in achieving related objectives:</p> <p>Cause 1) Changing priorities of individual countries - either due to institutional political changes in the country or differences in the national agenda - resulting in limited ownership of ETF activities;</p> <p>Cause 2) Changes in EU external policies towards a given country;</p> <p>Cause 3) Reduced interest of some partner countries in ETF activities and failing to see the added value.</p>	High	<p>-Constant follow up of country by ETF managers and project teams. In addition, dashboard enables day to day monitoring of project progress and quarterly reporting to managers;</p> <p>-Master matrix built up driving different responses in each country situation;</p> <p>-Use lessons learned;</p> <p>-Continuity in communication both internally and externally in the partner countries;</p> <p>-Adaptation to agenda of specific country;</p> <p>-Communication with the European Commission and the European External Action Service and delegations.</p>	Medium	The preventive and mitigation actions put in place by the ETF bring the risk to an acceptable level and beyond which the risk is out of ETF control

²⁰ Goal 3 and Goal 4 of the ETF Strategy 2014-20 are key horizontal principles of this MTP that underpin all activities that the ETF carries out.

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁰ and Objectives	Description of potential risk	Inherent risk	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)
ETF-RR-2014-02	<p>(2. Risks related to planning, project management processes and systems)</p> <p>Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency</p> <p>Annual Objective 1: To reinforce partner country policy analysis capacity in the field of human capacity development through the Torino process and in other policy area analyses (SBA, employability, NQF);</p> <p>Annual objective 2: To support partner countries in modernising their VET system in a life-long learning perspective;</p> <p>Annual objective 3: To increase the relevance of VET provision through innovative approaches;</p>	<p>02. Considering the increased demand for specific expertise in HCD fields in partner countries, the lack of availability of ETF experts in house and high quality external experts, this may have an impact the quality of ETF deliverables.</p>	High	<ul style="list-style-type: none"> -Quality controls in place (e.g. quality check on the Terms of Reference and selection criteria); -Strengthen the assessment of the selection criteria through training to procurement actors provided by FINPROC; -Improved management of contracts and more efficient and effective use of deliverables in relation to ongoing contractual instruments; -Anticipated planning and increased publicity. 	Medium	<ul style="list-style-type: none"> 2.1 More systematic and coordinated way of using ETF internal expertise and management of framework contracts 2.2 Enlarged market and research 2.3 Revision of ETF contractual instruments e.g. improved Terms of Reference and consider using the Vendors List
ETF-RR-2014-03	<p>Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency</p>	<p>03. The risk of further budget cuts to the ETF budget 2014 and the reduction of staff could put at risk the quality and impact of ETF interventions due to limited resources.</p>	High	<ul style="list-style-type: none"> -The ETF will continue to explain to DG EAC and the Budgetary Authority the support needed in terms of allocation of financial resources; -The ETF is working with the Governing Board on this issue to gather support. 	Medium	<ul style="list-style-type: none"> 3.1 Propose negative priorities for the WP 2014 in order to mitigate the risk of reduced quality and impact of ETF interventions.

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁰ and Objectives	Description of potential risk	Inherent risk	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)
ETF-RR-2014-04	<p>(2. Risks related to planning, project management processes and systems)</p> <p>(3. Risks related to people and the organisation)</p> <p>Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency</p>	<p>04. ETF monitoring reports highlighted potential problems relating to unbalanced workload and distribution of work.</p> <p>In addition, the ETF's most recent staff survey highlighted problems of fragmentation of tasks and weak coordination, with many unplanned requests and unexpected changes in priorities which could have an impact on the quality of ETF work and its capacity to deliver</p>	Medium	<p>-Enhanced coordination of operational planning documents through regular Management Team and Enlarged Management Team meetings;</p> <p>-Regular review and assessment by management of the feasibility of planned activities during a given quarter;</p> <p>-Ongoing simplification of mapping of processes;</p> <p>-Monthly resources meetings.</p>	Low	<p>4.1 Reinforcement of planning procedures to ensure that the resource needs of planned activities match the expected availability of resources;</p> <p>4.2 Enhanced prioritisation of activities to ensure that increases in activities (e.g. scaling up planned activities, or undertaking unplanned activities) or decreases in resource availability (e.g. illness or resignation of key staff) can be accommodated by cancelling and/or postponing lower-priority activities;</p> <p>4.3 Enhanced transparency of decision-making on changes in resource allocation in the course of the year.</p>

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁰ and Objectives	Description of potential risk	Inherent risk	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)
ETF-RR-2014-05	(3. Risks related to people and the organisation) Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency	05. In a context of significant staff turnover ²¹ also due to retirement and long term absences, the ETF has witnessed a decline in interest in vacancies in terms of fewer and lower-quality applicants. Moreover, interviews with new staff have highlighted some mismatches between the expectations of staff joining the ETF and the reality of their experience in the Agency. This also includes the different options of schools in Turin and the situation in Turin regarding job opportunities for relatives.	Medium	-Contact local authorities regarding opportunities for schools in Turin;	Low	5.1 Analysis of the reasons for the significant staff turnover in 2012 and a decline in interest in ETF vacancies 5.2 Analysis of the ETF's recruitment procedures over time and development of a recruitment strategy aimed at attracting a sufficient pool of high quality candidates. 5.3 Review of recruitment procedure in line with conclusions of analysis and strategy. 5.4 Review of communications with candidates to ensure clarity about work and working conditions in the ETF in order to avoid disappointment.

²¹ Staff turnover in 2012 was 9.6% this includes:

Temporary Agents (TA): 6.6% in 2012

Contract Agents (CA): 17.9% in 2012

CONTACT US

Further information can be found on the ETF website:
www.etf.europa.eu

For any additional information, please contact:

ETF Communication Department

European Training Foundation
ADDRESS. Villa Gualino
Viale Settimio Severo 65
I – 10133 Torino
Italy

TELEPHONE: +39 011 6302222
FAX: +39 011 6302200
EMAIL: info@etf.europa.eu