



ETF ANNUAL ACTIVITY REPORT 2014

This consolidated Annual Activity Report has been drawn up in compliance with the standing instructions for 2014 Annual Activity Reports (SEC(20annex)553)

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THE ETF IN BRIEF

The European Training Foundation (ETF) is a specialised agency of the European Union (EU) helping 30 partner 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.

The ETF's vision is to make vocational education and training (VET) in the partner countries a driver for lifelong learning and sustainable development, with a special focus on competitiveness and social cohesion. The ETF's added-value comes from its neutral and non-commercial status and its unique specialisation in human capital development and its link to employment. This includes expertise in adapting EU approaches to human capital development to the context of the partner countries to support home-grown solutions.

At EU level, the ETF cooperates with the European institutions, the business community, social partners and other civil society organisations. Internationally, the ETF exchanges information and lessons learned with relevant international organisations and donors. The ETF assists a range of stakeholders sharing an interest what the external dimension of relevant EU policies can contribute to human capital development.

The ETF improves knowledge dissemination and policy management and promotes realistic priority and objective setting, through its policy analysis, advice and capacity building actions. The ETF supports the European Commission and the European External Action Service (EEAS) in their programming, helping to ensure that assistance is accurately targeted and fits country capacities and priorities. The ETF collaborates with partner countries to create a framework for continuity and informed policy making and implementation in uncertain and, at times, unstable contexts.

THE YEAR IN BRIEF

The dynamic environment in which the ETF operates, with evolving partner country contexts and EU priorities, demands a high level of flexibility in continually updating and adjusting its activities to meet expected results in the delivery of support to partner countries. The 2014 context was marked in particular by ongoing political instability in the Southern and Eastern Mediterranean and in Eastern Europe owing to the crisis in Ukraine.

Within the framework of the ETF Mid-term Strategic Perspectives 2014-17, the ETF's 2014 Work Programme identified three annual objectives underpinning impact-oriented results at the level of Region, Thematic area and country, contributing to improving human capital development in neighbouring countries. These were shaped by the ETF's role in projecting the external dimension of EU skills policies to support the EU as a global actor.

ETF corporate results were broken down into actions according to the ETF's regulatory functions, namely support to EU assistance, provision of policy analyses, disseminating and exchanging information and experience and supporting partner-country capacity building.

Overall, the ETF's efficiency and effectiveness in delivering its results in 2014 can be estimated at 97%, using an ABB methodology linking resources to the achievement of results in the implementation of planned activities.

In addition to delivering the 2014 results, the ETF also completed a further eight corporate outputs from its 2013 Work Programme postponed as a result of instability in its operational context. These supplementary outputs represented an additional 6% of ETF work in 2014.

In 2014, the ETF received and managed 82 requests for assistance from EU Headquarters and Delegations compared with 78 in 2013. A total of 21 of these were additions to the 2014 Work Programme. This increasing demand for ETF support is confirmation of the ETF's strong performance and the value of its contribution to the EU as a global actor.

Key Performance Indicators

To achieve these strategic objectives, the annual work programmes set annual objectives with indicators and targets to measure the impact of ETF activities. Additionally, Key Performance Indicators (KPIs) are defined for the ETF as a whole to measure the achievement of its corporate goals in five areas: financial management, human resources, corporate services, organisation, and communication.

ETF performance in 2014 can be summarised as highly effective in delivering annual objectives while maintaining a high level of organisational efficiency. The five most relevant KPIs for operations and management in 2014 are shown in the table below:

Key Performance Indicator	Trend	Target	Achievement rate
Core business Strategic objectives		Overall achievement of planned activities > 90%	94.73% In 2013 97% in 2014
Finance Overall budget commitment (Subvention: T1,2,3)	 	98%	99.8% in 2013 99.9% in 2014
Human resources Establishment plan filling rate	 	95% posts filled	95% in 2013 98% in 2014
Efficiency Implementation of improvement actions plans	 	90%	90% in 2014 ¹
Communication Stakeholder capacity built through corporate & regional events	 	10% annual increase	10% increase from 2013 to 2014

For the purposes of this report, the table below indicates the budgetary performance of the ETF.

	2014	2013	2012	2011
Overall Budget ETF (EU Contribution) (€)	20,158,053	20,143,500	20,144,530	20,350,000
Committed (€)	20,137,595	20,098,887	20,126,601	20,287,051
Overall Budget execution (Com) COM/Budget C1	99.90%	99.78%	99.91%	99.69%
Rate (%) of cancellation of PA (unpaid T1,2 C8+ uncomm T1,2 C1+unpaid T3 C1 PA)	0.92%	0.99%	0.58%	0.58%
Rate(%) of outturn (total pay in year N and CF to N+1) as % of total EU funding received in year N	99.55%	99.73%	99.94%	99.76%
Payments paid within due date	79%	84%	72%	74%

¹ New indicator in MTP 2014-17

Details about the other funds managed by the ETF are provided below.

Italian Trust Fund

Only €314,66 have been received in 2014 for Italian Trust Fund (as accumulated interest), raising the remaining budget to €24,996.88. All of it has been committed during 2014, and €3 743.17 have been carried forward to be paid in 2015. It is highly likely that in 2015 all remaining ITF funds will be consumed.

FRAME

Out of the €1,400,000 received for the Frame project (a first instalment of €1,249,800 in 2013 and €150,200 in 2014), ETF has already committed at the end of 2014 the amount of €1,396,260.27 (99.73%), and paid €1,313,106.78 (94.04%) out of the committed amount. The activities have been finalised, and payments amounting up to €83,154.49 will have to be performed in 2015.

GEMM

Out of the €1,547,241 received for the GEMM project (€594,721 in 2013 and €952,520 in 2014), the ETF has already committed 75.73% and paid 64.57% out of the committed amount. A last instalment of €402,000 is expected during early 2015.

Annex 10 shows the full budget breakdown for 2014.

Key conclusions on resource management and internal control effectiveness

In line with the governance statement of the European Commission, the ETF staff conducts its operations in compliance with the applicable laws and regulations, working in an open and transparent manner to the highest professional and ethical standards.

Since 2004, the ETF has put in place an organisational structure and internal control systems suited to the achievement of its operational and control objectives, having due regard to the risks associated with the environment in which it operates.

The 2014 annual review of the internal control system and organisational performance provided reasonable assurance to the ETF management as to the level of compliance with all internal controls, on the correct functioning of the systems in place and on organisational performance. The review highlighted the main strengths and the potential weaknesses of the systems in place and supported the establishment of an improvement action plan.

In 2014, the ETF took measures to improve the efficiency of its internal control systems in the area of leadership (ICS 1 Mission and Values; ICS 2 Ethical and Organisational Values; ICS 7 Operational Structure) and people management (ICS 3 Staff Allocation and Mobility; ICS 4 Staff Evaluation and Development) as reported in Part 3 of this report.

The ETF used the resources provided by the EU in 2014 to pursue its activities in due time, in appropriate quantity and quality against agreed benchmarks and targets.

In addition, the ETF systematically examined the available control results and indicators, as well as the observations and recommendations issued by the Internal Audit Service and the European Court of Auditors. These elements have been assessed to determine their impact on the management's assurance as regards the achievement of control objectives (see Part 2).

In conclusion, ETF management has reasonable assurance that, overall in 2014 the ETF has continued to implement a comprehensive system of internal controls, performance

and results oriented management embedding risk management and ensuring a proportional approach to compliance and effectiveness of internal procedures and systems.

ETF IMPACT AND ADDED VALUE

The ETF's policy driven approach to promote structural change in the partner countries involves providing support throughout the policy making cycle of policy formulation, implementation, monitoring and evaluation. The ETF works through multiannual interventions using a differentiated approach based on country context and priorities and taking into account the actions of the donor community. This implies that the ETF's impact will accumulate over time and will differ according to the country context. While the immediate results of ETF's work can be captured on an annual basis, its added value can be measured over the four year mid term perspective while assessment of its overall impact will be possible by the end of the ETF 2014-20 strategy .

The impact, added value and results of the ETF's work has consistently been assessed by external evaluators as having a significant level of impact and added value in certain areas in the partner countries.

A survey of EU Delegations carried out by DG DEVCO in 2014 noted that ' in recent years cooperation between DEVCO and the ETF in the European Neighbourhood countries and Central Asia - where VET, Employment and Youth inclusion feature in the majority of country strategies - has significantly increased' and confirmed that 'that the ETF work is strongly appreciated'. The following ETF services were particularly valuable: 'providing sector analysis and indicators; drafting programming documents, and supporting the Commission in policy dialogue with local stakeholders.' The two external evaluations :

1. [Evaluation of Qualification activities in ETF partner countries](#)
2. [Evaluation of Knowledge Management Innovation in ETF Operations](#)

commissioned by the ETF in 2014 concluded that the ETF is perceived by partner country stakeholders to be 'different' from other international/donor organisations, and offers a unique added value relating to its long term and continuous involvement in partner countries, sourcing appropriate and relevant expertise; and assisting relevant authorities with donor coordination.

From the evaluation on qualifications activities, stakeholders state that ETF work has the highest impact on increased policy awareness for NQF development and the use of learning outcomes based approaches and high impact the ETF work on stakeholder involvement and on capacities of key stakeholders; and the reform of VET qualifications system.

The knowledge management evaluation noted that overall ETF partners have a very positive opinion² on how the ETF managed its different knowledge management services and their added value, satisfying needs and accomplishing personal and organisation goals. The survey results show that the majority of ETF partners (89%) assess the expertise as excellent and good, while around one tenth considers the expertise as average. In general, partners indicate that they are contributing to ETF expertise development by sharing documents and knowledge in different

² Extract from Knowledge Management Innovation in ETF Operations – Section 1.4

ways. The evaluation also found that the ETF has different roles to play being “a (neutral) partner, knowledge developer, knowledge distributor / broker, consultancy provider, training provider, project developer / initiator, network supporter, lobbying party, and cooperation partner”. These roles differ depending on the country given their specific needs and development paths.

A main finding of both evaluations was that the way that ETF works using a multi-stakeholder approach is a key factor of success. This is especially relevant for the impact of the implementation of an NQF, for example, as progress is related to the extent to which all stakeholders are involved at an early start.

INCREASING EFFECTIVENESS AND EFFICIENCY

Overall, in 2014 the ETF used the resources provided by the EU for the pursuit of its activities in due time, in appropriate quantity and quality. The results of ETF management of its human and financial resources are very positive. They follow the positive trends of previous years as they ensured the full use of the funds made available to the ETF resulting in an unused amount of only 0.9% of the total EU subvention to be returned to the European Commission for 2014 activities. This is a very good result, considering that the threshold, which would have impact on budget negotiations, is 5%.

In addition, the ETF engaged in a process of reflecting on how to make the ETF more strategic and efficient. The aim was to enhance the agency’s capacity to act more strategically and at the same time to improve the quality and cost-effectiveness of its delivery. The strategy used was to identify and focus on the ETFs strengths and then to target specific areas for improvement. The exercise involved carrying out a functional analysis using external consultants and actively engaging management and staff in a dialogue.

The outcome of this process provided a series of conclusions about how the ETF can better organise its activities and how the organisational structure of the agency should be fine-tuned to fit with the new performance management framework. The Director submitted to the GB for approval in November 2014 a new organisational structure that consolidated these changes.

The new organisational structure was deployed in January 2015 and its effectiveness with regard to the improvements made in terms of efficiency and economy of internal process and delivery of ETF activities will be closely monitored in 2015 and reported in the Annual Activity report 2015.

ECONOMY AND EFFICIENCY OF SPENDING AND NON-SPENDING ACTIVITIES

According to the financial regulation (art 30), the principle of economy required that the resources used by the institution in the pursuit of its activities shall be made available in due time, in appropriate quantity and quality and the best price. The principle of efficiency concerns the best relationship between resources employed and results achieved.

ETF continuously pursue the respect of these principles through the implementation of internal procedures and predefined practices. These procedures ensure that activities are executed in an efficient manner (e.g. the different workflows contribute to the efficient cooperation between staff, units, etc..) and according to the principle of economy (e.g. the procurement rules ensure procurement in optimal conditions).

Inter-institutional tenders

With a view to optimise the management of procurement and in response to the common approach, ETF has increased its interest to join inter-institutional tenders and its participation to inter-institutional framework contracts in compare to the past. In 2014, ETF was part of 38 inter-institutional contracts.

OPERATIONAL HIGHLIGHTS OF THE YEAR

In addition to the strategic objectives set in the MTP 2014-17, and the resulting annual strategic objectives with their indicators and targets, these highlights also cover support to the Commission services and key results of the ETF's performance and resource management. The achievement of the three annual objectives for 2014 is summarised below:

MTP Strategic Objective 1: Reinforce evidence-based VET policy analysis	2014 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)	Actual expenditure 2014 42% €8 437 339
INDICATORS AND TARGETS		ACHIEVEMENT
1.1: No. of participating countries undertaking self-assessments in the Torino Process policy analyses (70%)	65% (100% in Eastern Europe) 17 out of 26	
1.2: Draft SBA assessment (in the chapters the ETF is responsible for) completed and recommendations issued (100% in Eastern Europe)	SBA assessment completed in 4 of the 6 Eastern European participating countries (two assessments postponed to 2015); indicators & guidelines for 2015 SBA assessments completed in pre-accession region.	
1.3: Number of partner countries participating in the inventory on NQF (100% in Eastern Europe)	100% of all partner countries working on NQFs were covered (no reporting on Algeria, Israel, Libya, Syria and Turkmenistan as no work in this field was done by the countries). 100% of the EE partner countries.	
1.4: EC requests for employment analyses completed (100%)	All SEET and SEMED countries and all EE countries except (Belarus and Georgia) - 91 % of employment analyses completed; customised policy improvements and/or programme concepts based on specific requests from the EC and the EEAS	

<p>MTP Strategic Objective 2: Modernise VET systems in a lifelong learning Perspective</p>	<p>2014 Annual Objective 2: To support partner countries in modernising their VET systems in a lifelong learning perspective – inclusive multi-level governance and quality assurance.</p>	<p>Actual expenditure 2014 30% €6,100,477</p>
INDICATORS AND TARGETS		ACHIEVEMENT
<p>2.1: Development of multi-level governance in VET in the partner countries</p>	<p>7 examples of good practice on local partnerships for skills and employment were identified through the Entrepreneurial communities initiative, analysed International conference for sharing experience and results with 30 partner countries seven partner countries received support on governance related issues</p>	
<p>2.2: EU VET quality assurance policy and tools adapted to the context of partner countries</p>	<p>Mapping of Quality assurance mechanisms in 9 countries resulted in country fiches.</p>	
<p>2.3 % of planned outputs in relevant projects completed i.e. handbooks, tools, information notes etc. (90%)</p>	<p>94% of all planned outputs achieved</p>	
<p>2.4 VET policies at regional level supported in Morocco, Tunisia and Ukraine</p>	<p>In Morocco a functional assessment of the National VET Directorate and 2 Regional Directorates was completed and discussed with national stakeholders. In Medenine (Tunisia) and in Dnipropetrovsk (Ukraine) the project stakeholders made progress on regional skills identification³</p>	
<p>2.5 Increase in networking and knowledge sharing amongst stakeholders at corporate conference (70% positive feedback)</p>	<p>'Making Better Qualifications in ETF Partner Countries' conference, April 2014, 130 participants from 51 countries (84% positive feedback).</p>	
<p>2.6 95 % QA policy development activities completed according to plan in particular in Belarus, Tajikistan and Bosnia & Herzegovina as well as SEMED through GEMM (90%)</p>	<p>100% completion. In Tajikistan, dissemination and capacity building activities were carried out on school self-assessments; in Bosnia and Herzegovina an assessment was made of Vet QA at system level; in Belarus SEMED countries were helped to develop VET quality assurance policies through GEMM</p>	

³ In Ukraine the activities regional level policies activities were postponed due to the political situation

MTP 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.	Actual expenditure 2014 28% €5,599,780
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INDICATORS AND TARGETS	ACHIEVEMENT
3.1: % of project activities completed in qualifications development (90%)	Study on legal and institutional arrangements, updating of the country chapters of NQF inventory, and technical inputs to country activities in regional SEMED project, as well as in 70% of countries in SEET and in the ENI regions
3.2: % of project activities completed in Work-based learning assistance (90%)	Dissemination of WBL practice and policies in 7 Eastern European countries and best practice in work-based learning disseminated in SEET – international conference (70% completed)
3.3: % of project activities completed in Development and use of labour market information for policy making (90%)	NEET, Skills and informal economy studies and Matching and Anticipation methodological guides completed, applied in Ukraine and shared with Eastern Partnership countries. Methodological support to tracer studies in Armenia and Kyrgyzstan and skill needs analysis at regional level in Morocco (100% completed)
3.4: % of Multi stakeholder involvement in relevant ETF project activities (95%)	100% of ETF projects engage multiple stakeholders
3.5: Concept notes produced for three thematic areas (100%)	Concept notes published in the three following areas: women entrepreneurship, sector skills councils and migration and skills (100% completed).
3.6 % of relevant project outputs completed i.e. best practice, flagship publications, teacher training handbooks and disseminated to multi stakeholders in partner countries (90%)	92% of all specific project outputs have been achieved
3.7: % satisfaction from EU requests (80%)	No satisfaction survey to EU Delegations undertaken in 2014, will be done in 2015

The table below presents the overall performance of the ETF in relation to the KPIs set in the 2014 Work Programme.

KPI AREA INDICATOR & TARGET 2014	OVERALL ACHIEVEMENT
FINANCIAL MANAGEMENT	
Overall budget commitment (Subvention: T1, 2, 3) target > 98%	99.90%
Overall budget execution (paid/committed of admin budget T1, 2) target > 80%	93.64%
Overall budget execution (paid/payment appropriation of operational budget T3) target > 98%	98.54%
Consumption of Carry forward (administrative budget T1, 2), target >85%	89.51%
Payments paid within due date, target 80%	79%
HR MANAGEMENT	
Av no. training days per staff member, target 8 days	Av no days/staff: 7.34
Posts filling rate, target > 95%	(% staff >8 days: 39.23%) 98% posts filled
CORPORATE SERVICES	
Availability of IT critical systems, (11 measured ICT Systems) target > 99%	99.04%
Annual reduction of building cost/m2, target > 1% (after correction for inflation and energy costs)	12.73 % reduction
ORGANISATION	
Effectiveness: overall achievement of planned activities (outputs), target > 90%	97%
Efficiency: FTE ratio Administrative/ Operational, target < 30%	22%
Staff engagement (based on bi-annual staff survey), target > 70%	72% in 2013
Implementation of planned improvement actions, target >95%	90%
COMMUNICATION - AV >10% ANNUAL INCREASE IN TARGETS ON INDICATORS	
No of people reached through digital media channels	141,660 (135,146) = +16.3%
No of subscriptions to digital media channels	10,177 (9,030) = +12.7%
No of downloads of ETF publications	262,976 (234,948) = 11.93%
No of ETF publications distributed	41 publications in print and online
No of news articles and blogs published	No articles + posts: 281(230)
No of citations of ETF in external media	75 (45) = +66.67%
Search engine optimisation (i.e Google referrals)	4,391 (4,286) = +2.45%
No of referrals from other websites	58,129 (46,308) = +25.53%
No of people participating in ETF corporate & regional events and participation rate (participants/invitees)	65 corporate/regional events - 1185 participants with a 95% participation rate

1. CORPORATE RESULTS

The ETF works to further the EU's policy priorities as a global actor. In this respect, its activities are at the intersection of the internal human capital development policies of the EU and its external policies and instruments notably the Instrument for Pre-accession Assistance, the European Neighbourhood and Partnership Instrument and the Development Cooperation Instrument.

The following section presents ETF achievements according to the three dimensions defined in the ETF Mid-term Perspective 2014-17, namely thematic policy areas, results in each partner region and country and the core functions.

1.1 Achievements by thematic area

1.1.1 Evidence-based policy analysis

ETF work on evidence-based VET system analysis focuses on the implementation of the Torino Process, the introduction of benchmarking and ex ante impact assessment, as well as the building of capacity in partner countries.

The Torino Process

At the beginning of the year, the ETF launched the 2014 Torino Process. This is the third round of an incremental process to support effective policy making in the partner countries. The first round in 2010 was designed to raise awareness of the principles of holistic, participatory, country led and evidence based policy analysis. The second round in 2012 aimed at generating a comprehensive policy analysis of the human capital development challenges facing partner countries and identified country specific recommendations for improvement. The third round in 2014 aimed at monitoring progress in the countries towards implementing the recommendations, and introduced the concept of policy benchmarking and the implementation of ex-ante impact assessment. The 2016 round is expected to further support the countries in developing their capacity for self-assessment of policy progress.

The Torino Process continued to provide countries with a robust framework to analyse VET policies and identify key challenges. At the same time, it was designed as a policy learning tool to help countries to reinforce their capacity for policy analysis, and in particular to advance the VET agenda through efficient implementation.

Preparation for the third round started in summer 2013 following recommendations from the May 2013 Torino Process conference and a subsequent revision of the analytical framework. Implementation began in the second half of 2013.

This third round continued to provide countries with a holistic analytical framework covering five key areas of VET policy: vision, external economic and social efficiency, internal efficiency and quality, and governance. In this respect, the broader approach to human capital development policy under the Torino Process complements the specific focus on internal efficiency under the EU Copenhagen/Bruges exercise.

The Torino Process continued to be a participatory process leading to an evidence based analysis of VET policies in partner countries which is a reference for national policy, as well as EU/ETF and donor programming.

While the overall approach was kept, the 2014 round introduced a number of key improvements:

- Applying policy cycle methodologies to help countries move from the identification of policy problems to the identification of solutions and to policy monitoring;
- Reinforcing the focus on tracking progress against the 2012 baseline;
- Formulating policy measures to address identified structural policy deficits;
- Opening the possibility of benchmarking (in particular for those countries interested in doing so against the EU and against one another);
- Enhancing the quality and availability of evidence to support the policy analysis;
- Increasing country ownership of the process and broadening the active participation of relevant stakeholders from the private sector, social partners and civil society;
- Analysing policy making capacity of stakeholders at system level.

The 17 countries that carried out self-assessments in 2014 were Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Georgia, Israel, Kazakhstan, Kosovo, former Yugoslav Republic of Macedonia, Moldova, Montenegro, Palestine, Russia, Serbia, Turkey and Ukraine. This was out of a total of 26 participating countries (Algeria, Iceland, Syria and Turkmenistan did not participate).

Ex ante impact assessment

The ETF developed PRIME⁴ to ensure greater capacity in partner countries to identify and analyse policy options before taking policy decisions. In this way, decisions would be more informed and deliver predictable results.

PRIME relies on the methodologies and principles of ex-ante impact assessments carried out by the European Commission. The PRIME approach allows for flexibility so policy options and choices are differentiated according to the needs and context of the partner country.

PRIME starts from a particular problem as identified by the Torino Process analysis. It then systematically investigates policy options to address the problem. A supplementary goal of PRIME is to build the capacity of national institutions for ex-ante impact assessment.

Jordan, Montenegro and Ukraine took part in PRIME in 2014.

At the request of the authorities in Jordan, PRIME focuses on enhancing female participation in the labour market through education and training. The 2014 phase analysed factors that contribute to the low share of women in the labour market despite considerable long-term investment and identified three options for policy action. A comparative assessment and final decision on the options will take place in 2015.

In Ukraine, PRIME supports the rationalisation of vocational schools triggered by a new Law on Higher Education. PRIME methodology has helped national stakeholders analyse the possible impact of the law on the school network and identify options for implementing it. This will be continued in 2015 through actions to build consensus on the goals, risks and assessment criteria to assess the options.

In Montenegro, the PRIME methodology was adapted for a participatory ex-post assessment of the contribution of the Bruges short-term deliverables (Partnerships for Creativity and Innovation, Effective and innovative, quality assured use of technology by all VET providers, Entrepreneurship, Raising

⁴ Projecting Reform **IMP**act in Vocational **E**ducation and Training

participation of low skilled and other at risk groups in education and training, Using ICT to maximise access to training and to promote active learning, Using existing monitoring systems to support the participation of at risk groups in VET) to national policy reform development. The outcomes of the analysis were discussed and validated at national level.

Copenhagen Process-Bruges policy reporting

The ETF supports the active engagement of the candidate countries (the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey)⁵ with the Bruges-Copenhagen process assisting and coordinating their participation in the 2014 Bruges VET policy reporting. Based on their replies to the Bruges questionnaire and on interviews with their Directors General for Vocational Training, the ETF conducted a cross-country analysis, which formed a separate chapter in the 2014 VET Policy report “Stronger VET for better lives” produced by Cedefop.

The main findings of the ETF analysis were:

- The Bruges Communiqué served as an inspiration for national reforms in the candidate countries;
- Bruges strategic objectives and short-term deliverables have been transposed into national policy documents and national legislations but their implementation has been slow;
- The progress of the candidate countries towards most short-term deliverables has been modest and there is a much room for improvement.

The analysis indicated that the candidate countries have prioritised the Bruges strategic objectives and deliverables according to their national agendas attaching varying degrees of importance to them. To uncover and examine this complex interaction between national VET reform priorities and their efforts to meet the Bruges objectives, the ETF launched an ex-post policy analysis in Montenegro. Its first results show that the country has been relatively quick and successful in transposing the Bruges strategic objectives and short-term deliverables into national policy documents and legislation. The implementation of the policy and legal frameworks, however, has lagged behind. Consistent with these observations is the finding that from the menu of policy options for a short-term deliverable, Montenegro has used incentives (direct or indirect) as a last resort, by far preferring legal obligations and/or sanctions if necessary.

In parallel to the assistance provided in the area of VET reporting under the Bruges Communiqué, in 2014 the ETF organised support activities to boost the active engagement of the nominated members from the candidate countries to the Advisory Committee for Vocational Training (ACVT) and Directors General for Vocational Training (DGVT). ETF support came not only as a recognition of the growing strategic importance of ACVT and DGVT meetings for VET policy development in the EU and their strategic relevance for candidate countries, but also as a response to concerns that candidate country participation in the ACVT and DGVT meetings is not optimal, partly because of limited support from policy makers. The ETF organised two preparatory meetings for the candidate countries to empower them to participate actively in the ACVT and DGVT fora. The first preparatory meeting (conducted in May in Turin) enhanced candidate country knowledge about the Copenhagen Process, Bruges Communiqué and role of the ACVT and DGVT, and capacity to engage in the open method of cooperation whereby the European Council and Parliament agree on broad policy goals and member states and participating countries transpose guidelines into national and regional policies. The second preparatory meeting with the candidate countries took place in Tirana on 5 October and discussed the proposed new short-term deliverables under the Bruges Communiqué for 2015-17. The meetings strengthened the capacities of

⁵ Albania became a candidate country in January 2015 and therefore did not participate

the candidate countries to successfully participate in the ACVT and DGVT fora and offered opportunities for regional dialogue and exchange of experience.

Employability in the Union for the Mediterranean (UfM)

2014 continued the country analysis on Active Labour Market Policies (ALMPs) for youth which informed policy discussions in the countries. The cross country report was a key contribution to the Policy Leaders Forum and to other regional policy discussions such as the UfM Med 4 Jobs, and the EuroMed EESC plenary.

Small Business Act Assessment

The results of the SBA analysis carried out in 2014 have been well used at national level and in regional fora in the Southern and Eastern Mediterranean. They were presented at the UfM Ministerial Meeting on industrial cooperation, the EU SME assembly, the UfM business week and in an internal EU dissemination meeting organised by DG Enterprise. The national findings have informed national policy discussions. Furthermore, whenever a country (e.g. Algeria) has expressed interest, a specific capacity building activity has been designed in cooperation with DG NEAR and in the framework of its project.

In 2012, the ETF carried out the first SBA assessment in Eastern Europe together with the European Commission, OECD and EBRD. The policy assessment methodology and indicators have been reviewed with the SBA coordinators of the EaP in July and the set of indicators has been extended. The second round of the SBA assessment has started in October with fact-finding missions to the Eastern European countries. The first laboratory on women entrepreneurship was organised under the EaP Platform 2. Policy makers and women entrepreneurs exchanged policies and innovative practice for promoting women entrepreneurship.

On 27-28 November the first laboratory on women entrepreneurship was held. It has led to several requests of international and national organisations for future cooperation. The terms of reference of a feasibility study, also financed by Platform 2, on mapping women's entrepreneurship policies and good examples of practice was launched. The study is expected early spring 2015.

Capacity building for policy making in partner countries

In December 2013, the ETF adopted a specific policy to regulate its approach to capacity building as one of its major functions. The policy defined a comprehensive approach based on developing three levels of capacity: enhancing overall capacity at **system or country level** towards self-managed policy making; increasing the capabilities of **stakeholder institutions** to play their specific role in the policy making process; and the competences, skills and knowledge of **individuals and networks**. By integrating the capacity building policy with the ETF policy maturity stages, the ETF is able to tailor its capacity building provision to the specific needs and evolution of each country.

1.1.2 Qualifications and qualifications systems

In 2014, ETF support to partner countries in the development of their qualification frameworks focused on providing technical and policy support to individual partner countries, and ensuring cross-country policy dialogue and peer learning through cross-country events and the online Qualifications Platform. A key outcome of the work has been the prompt alignment of NQFs to the EQF, in particular in candidate countries. Outputs in 2014 include redefining qualification types in Kosovo, EQF referencing in Montenegro, developing methodologies for placing qualifications in the national qualifications framework in the former Yugoslav Republic of Macedonia; developing governance arrangements for ensuring the quality and sustainability of NQF in Morocco; supporting Ukraine, Moldova, Azerbaijan, Serbia and Albania in developing blueprints and implementation strategies for their NQFs. In Bosnia and

Herzegovina, a compendium of good practice in elements necessary to develop the country's qualifications framework was initiated.

All developments in qualifications reform were monitored and analysed through studies and by updating the country chapters in the Global NQF Inventory, which tracks NQF progress in 24 partner countries where qualifications system reform is a priority. Towards the end of year, work began on a new study on the role of institutions and legislation in qualifications systems to be published in spring 2015.

Through participation in the ETF Advisory Group, the ETF gathered intelligence on EQF implementation progress and disseminated this to partner countries, in particular in South Eastern Europe and Turkey, to support the alignment of their NQFs to the EQF. Candidate countries were given particular support in preparing to reference their NQFs to the EQF. Montenegro was advised on content and presentation of their official referencing report, which was formally accepted by the Advisory Group in November. Preparatory work began on referencing with Turkey and the former Yugoslav Republic of Macedonia, which aim to reference in 2015/16. Kosovo was given technical advice in comparing its NQF with the EQF.

Cooperation with Cedefop included producing a survey of validation practices in the candidate countries, which will guide the ETF's interventions to support their NQFs in 2015.

1.1.3 VET governance

In 2014, the ETF continued to support multilevel governance of vocational education and training in the partner countries through regional as well as country based initiatives. At regional level, thematic input was provided to the GEMM (Governance for Employability in the Mediterranean) and FRAME (Frame Skills for the Future) projects in the Southern and Eastern Mediterranean and South Eastern Europe and Turkey. This included the use of the multilevel governance methodology for mapping and assessing governance in VET (both initial and continuing) and for identifying governance actions to improve the effectiveness and efficiency of VET. In addition, the thematic expertise on governance was used in the Eastern Europe and Central Asia region to set up and develop sector skills councils to strengthen the participation of social partners in the VET policy cycle.

At country level, expertise was deployed to support country actions to establish, enhance and develop national, regional and sectoral institutions and to support decentralization and local capacity development. In 2014, governance expertise was provided in Azerbaijan, Belarus, Georgia, Kyrgyzstan, Morocco, Palestine and Tunisia.

ETF experience in the territorial governance of skills was deployed in the publication of a policy brief on regional and territorial governance of skills, while other products such as the position paper on multilevel governance and the position paper on social partnership were updated for internal use.

As territorial governance has gained momentum as a result of the Torino Process analysis and demand from partner countries, in 2013 the ETF launched the Entrepreneurial Communities initiative, aimed at identifying local level partnerships for skills in partner countries. In 2014, this initiative completed its first round, in which seven communities from Algeria, Belarus, Israel, Jordan, Lebanon, Moldova, and Serbia received the Entrepreneurial Communities award. These provided examples of locally based solutions to tackle skills' issues and promote education and training, job creation and entrepreneurship. The results of the initiative were presented and discussed at a conference on "Multilevel Governance in VET: Entrepreneurial Communities and the role of local partnerships" in Turin on 19-20 November 2014. The initiative is supported by an Advisory board comprising representatives from the CoR, EESC, Eurochambers, partner country regional bodies (Union for Mediterranean, and South East Europe Regional Cooperation Council) and partner country SBA (Small Business Act) coordinators. A second call

for a new selection will be launched in 2015. The impact of this initiative in generating dialogue and creating networks for change is testified by feedback from community members in [Algeria](#) and [Jordan](#).

The ETF also finalised a methodology on costing of policy options in the area of vocational education and training, bringing multilevel participatory governance into the area of VET financing. This should help equip the PRIME ex-ante impact assessment initiative with the means of assessing the monetary impact of envisaged policy measures. A position paper on financing was prepared and will form the basis for a special capacity building action in 2015.

1.1.4 Learning and teaching in VET

In 2014, the ETF developed a methodological approach to work-based learning in partner countries. A handbook on work-based learning was published in 2014 and presented at an event organised by the European Apprenticeship Alliance on 10-11 November in Turin involving employer representatives, vocational school directors and policy makers from eight countries (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Moldova, Russia, and Ukraine). This event addressed the key issue of how to motivate companies to get involved in the provision of work-based learning.

The recommendations are the basis for tailored support in Israel and Palestine and the development of a multi-annual project on work-based learning for Eastern Europe and Kazakhstan to start in 2015. A policy learning workshop was organised to disseminate good practice in work-based learning. The ETF continued to participate in DG EAC VET thematic working groups focusing on apprenticeship and digital/online learning ensuring that the latest EU developments feed into the ETF's work in the partner countries. The ETF project on work-based learning for the Eastern Europe region (2015-17) will use the policy guidance framework being developed by the thematic working group on VET to support small and medium-sized companies offering apprenticeship and work-based learning.

A three-year regional project on vocational teachers and trainers was designed for countries in the South Eastern Europe and Turkey starting in 2015 and focusing on their continuing professional development (CPD). It will map the supply and demand side, establish a network for capacity and foster locally owned actions with the aim of improving the quality and demand-orientation of CPD in the region.

In the area of career guidance, the ETF helped Armenia to develop and implement its policy through training and monitoring visits to career centres in vocational schools, and advice on the strategy of the Methodological Centre for Professional Orientation 2016-20. It provided tailored support also to Egypt and presented policy recommendations in Serbia at the National Career Guidance Conference on 6-7 October.

1.1.5 Quality assurance

In 2014, the ETF used a methodological approach, developed in house, to gather information on quality assurance in VET in partner countries. The instrument, which aims to map the baseline and monitor progress, will be an annex to the ETF internal position paper on quality assurance (2015). An initial mapping exercise was carried out in Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Palestine, Morocco and Tunisia leading to a set of draft fact sheets on quality assurance in these countries. Reporting on and analysing quality assurance in VET, from a governance perspective, and drawing conclusions on regional strengths and weaknesses in this field feeds into the final phase of the GEMM project. An international seminar on quality assurance in VET took place in ETF to inform the development of the internal position paper that aims to strengthen support services for partner countries in this field. A collection of articles on quality assurance in VET was published on the ETF website. The articles addressed: VET quality improvement; implementing the European Quality Assurance Reference Framework for VET (EQARF);

the quality approach in VET in South Eastern Europe and Turkey and quality assurance in VET: the experience of Montenegro. Quality assurance for inclusive VET was a key topic in the meeting of the Council of Europe Project “Regional Support for Inclusive Education” in South East Europe, held in ETF, and at the Cedefop conference on ‘the role of VET in reducing early leaving from education and training’.

ETF presentations at these events focused on the need for VET schools to improve VET quality and attractiveness and contribute to the future inclusion of their students by better facilitating progression to work and further learning. The ETF contributed to the ongoing development of the EQARF/EQAVET and strengthening the quality assurance indicator ‘Mechanisms to identify training needs in the Labour Market’ was one such activity. Collecting, analysing and making good use of reliable and robust labour market information are vital for VET quality and relevance; this indicator is addressed in the ETF supported pilot project (2014-15) in the south of Israel in the context of strengthening links between several schools and enterprises locally.

1.1.6 Employment and employability

2014 was an important year for the ETF work in employment, with a number of new topics that have been judged as requiring more attention on the basis of country needs and challenges. The urgent situation of youth employment, NEETs and the role of skills in the informal economy have called for analysis and recommendations. These three topics come on top of work done on anticipation and matching methodologies, which led to the completion of six methodological guides in 2014. Analysis and working papers prepared in 2014 will feed into the operational work in employment in 2015-16. The ETF developed a working paper on Active Labour Market Policies (ALMP) with a focus on youth putting forward recommendations on better design, implementation and monitoring of ALMP policies. The key findings of the paper were presented at a training session organised by DG DEVCO in Brussels in June on Employment, Vocational Education and Training in European Development Cooperation. The paper was also used as a basis for discussions with different stakeholders during the FRAME Transversal Workshop organised in Turkey in September. The results of a regional overview of ALMPs in the Southern and Eastern Mediterranean highlighting concrete examples of good practices focused on youth was discussed at an ETF high-level policy forum with the ministers of education and labour from the Arab Mediterranean Countries in November in Turin. In the field of skills matching and anticipation, the ETF, together with Cedefop and the ILO, finalised a compendium of six methodological guides that bring together current international good practice and experience concerning the most common approaches used for skills matching and anticipation in different economic and country contexts. The methodological guides were used as reference material for a joint ETF-Cedefop-ILO training session on anticipation and matching for civil servants from transition and developing countries in October in Turin. The guides will also be used in the Skills Matching project in Eastern Europe (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) which aims to improve skills anticipation and matching approaches in the region by exchanging experience and peer-learning through a network of skills matching experts. The first meeting of the expert network took place in June, in Turin.

The ETF continued to assist Turkey and Georgia in developing labour market information systems, Ukraine in developing and piloting a skills forecasting model and Kyrgyzstan in implementing a tracer study by pilot vocational schools. In South Eastern Europe and Turkey the ETF started implementing a questionnaire focusing on skills anticipation and matching. This work is part of a joint OECD/ETF/Cedefop/ILO initiative to identify effective strategies among countries for turning skill needs’ information into policy action. The results will inform national authorities, stakeholders and the international community, enhancing mutual learning and exchange of good practice. This action seeks to address such issues as information on skills anticipation, partnerships to increase knowledge on skills

needs and the responsiveness of the education and training provision, gaps in available evidence and strategies to overcome.

1.1.7 Migration and skills

The migration team provided input to the EU in the context of the mobility dialogue with Belarus and Lebanon and cooperation with third countries in the field of labour migration. The team was also involved in activities connected with the Morocco Mobility Partnership and made presentations in meetings organised in Italy (e.g. IOM Workshop on Migrant Integration before Departure, EUROMED Migration III Review and Way Forward) and in the partner countries (e.g. Tracer study work in Kyrgyzstan and in Palestine, presentation of NEETs concepts in Palestine).

The ETF launched a project to compile an inventory of policy measures and good practices in skills and employment to support migrants and returnees (MISMES), which entered its second phase in 2014. Five country case studies were undertaken on Armenia, Georgia, Moldova, Morocco and Tunisia. The final versions of MISMES country case studies for Armenia, Georgia and Moldova, and the MISMES policy brief will be published in early 2015, while the country case studies for Morocco and Tunisia will follow later in the year. The results of MISMES will help partner countries to apply evidence-based policy measures and good practices for better labour market integration and skills utilisation of migrants and returnees.

In addition, the ETF provided input to the drafting of the EU-Jordan Mobility Partnership Agreement (signed on 9 October), and to the EU-Morocco Mobility Partnership as well as to projects for their implementation. A mobility and migration dialogue was launched between the EU and Belarus to which the ETF, at the request of DG HOME, provided comments and input to the draft Mobility Partnership Declaration. The ETF was also requested to join the EU expert team mission in March 2015 for negotiations on the mobility and migration dialogue between the EU and Lebanon, which was launched on 10 December. The ETF's contribution to these Mobility Partnerships was included in ETF activities on skills dimension of migration and recognition and validation of skills and qualifications.

The ETF was invited to the Euromed Migration III Review and Way Forward, a high-level conference on fostering a positive approach to migration in the Mediterranean, on 19 December in Rome, at which it spoke on the importance of VET in contributing to the skills of migrants helping their integration and return and ETF's role in this process.

1.1.8 Entrepreneurship and enterprise skills

In 2014, the ETF's enterprise team focused on three areas, a) policy support for lifelong entrepreneurial learning and skills for small and medium-sized businesses (SMEs); b) good practice developments; and c) ensuring ETF support to its countries reflects the most recent developments in EU policy.

Getting ETF partner countries to accommodate the human capital policy pillars of the Small Business Act for Europe (SBA) forms part of the ETF's drive to support the countries in building more competitive economies and sustainable employment. The ETF's policy indicators and assessment tools allow partner countries to determine progress in meeting the policy objectives for entrepreneurial learning and SME skills across three regions: South Eastern Europe and Turkey, Eastern Europe and the Southern and Eastern Mediterranean. In 2014, the ETF upgraded its indicator package to reflect the latest EU policy recommendations. In cooperation with the South East European Centre for Entrepreneurial Learning – an ETF regional partner organisation – it undertook the first of four phases to build capacity among policy makers in SBA monitoring and improvements. This policy network creates new opportunities for each country while a regional mobility measure will allow policy makers to critically review policies and support

structures of fellow countries borrowing on the EU's open method of coordination. The objective of more developed regional engagement and training of policy makers is to build further ownership and commitment of the countries to the EU policy lines, while reinforcing cooperation between countries in the region.

Secondly, an SBA assessment campaign got underway in Eastern Europe. The assessment saw a series of focus groups comprising policymakers (education, training, employment, economy), training providers, business organisations and civic interest groups critically reviewing national policies and identifying challenges and opportunities for development of policy and support systems for entrepreneurial learning and SME skills. A report from this exercise will be published and disseminated in 2015. Support to the region also included the formation of a high-profile network (policy advocates, policymakers and training providers) and a kick-off policy laboratory designed to bring forward women's entrepreneurship as an integral part of national economic policy in all countries. The women's entrepreneurship network and laboratory series will continue to feature in ETF's work in 2015.

In 2014, the ETF completed a three-part series of road-testing quality assurance tools for training providers. The outcome of the project is a good practice scorecard involving rigorous criteria and a peer review methodology and support tools, including an on-line platform where training providers will be able to submit their training practice for independent peer review. Three specific training areas road-tested in the period 2012-14, will continue to be a priority focus in 2015-17: a) training for youth entrepreneurship, b) training for women's entrepreneurship and c) training for the internationalisation of SMEs.

To ensure the most up-to-date policy messages are passed to its partner countries, the ETF worked with European Commission's education services and member state expert groups in three areas: entrepreneurial learning, school-based developments in entrepreneurship promotion and indicators for entrepreneurial learning. Key issues from all three have been used by the ETF to refine its policy support to the partner countries.

1.2 Achievements by geographic region

This section highlights some examples of different activities carried out in the four regions.

1.2.1 South Eastern Europe and Turkey (SEET)

In the context of the Enlargement Agenda 2013-14, the Europe 2020 Strategy and the SEE 2020 Strategy, the ETF assists the countries of South Eastern Europe and Turkey to make their VET systems match their socio-economic needs and to play an active part in enhanced European cooperation in vocational education and training.

FRAME: Skills for the future

The FRAME initiative, launched in 2013 and funded under the 2013 IPA-MB-Envelope, was successfully implemented in the Enlargement region in 2014. FRAME has for the first time adapted foresight methodology to the education and training sector in SEET and combined it with capacity building and monitoring. FRAME rolled out its four components (foresight, review of institutional arrangements, monitoring and regional cooperation) in all the countries in the region in 2014.

The FRAME initiative has developed a package of methodological instruments for developing and implementing skills visions and has reinforced the capacity of national actors to use the instruments and embed them in their policy-making practices. This includes a foresight methodological guide, a guide for reviewing the institutional arrangements and monitoring guidelines, which have been translated into the local languages of the region and are available on the ETF website. The ETF also organised peer

learning activities on foresight in Malta in May and on monitoring in Romania in October, as well as two regional technical meetings on monitoring.

Visions for 2020 skills were developed in all countries and Skills 2020 Reports were produced for Albania, Bosnia and Herzegovina, Kosovo, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey and are available on the ETF website. The Frame initiative assessed institutional arrangements to implement and monitor HRD policies and strengthened the capacity for monitoring policy effectiveness, including a set of indicators and targets for each country. A regional report (printed and available on ETF website) provides a general overview of the findings across the countries, comparing experiences and insights and the potential for follow-up action.

To mark the end of FRAME in December 2014, the ETF organised a high-level conference to reflect on the results and their contribution to improving VET and human resource development systems in the region. The conference, held on 6 October in Tirana under the auspices of Albania's Prime Minister Edi Rama, gathered eight ministers and deputy ministers of education and employment and senior officials from other relevant ministries, EU institutions, international and regional organisations, social partners.

Ministers from the South Eastern Europe stressed the importance of FRAME and its added value in streamlining policies and approaches to ensure better focus and coherence in a forward looking perspective. At the same time, participants referred to the remaining challenges in most of the countries: lack of coordination between different institutions and organisations in charge of HRD, lack of sufficient quality data and difficulties in allocating sufficient funds. Several speakers reflected on the need to build national capacity to manage and implement policies, including the Minister of Education of Serbia who proposed the setting up a regional observatory for skills matching and anticipation in the region. The officials from the European Commission stressed the importance of continuing reforms and streamlining policies under the new economic governance. The importance of training teachers and trainers was highlighted by several countries and supported by EC officials. Participants also discussed the role of social partners and how to encourage their more active involvement in the reform process. They agreed that FRAME's added value is the introduction of a participatory, systematic and forward-looking approach towards national skills needs, with ample discussion and validation of findings by a wide range of stakeholders.

Country	2014 Results	Achievements
Albania	<p>Draft feasibility study for a renewed delivery set up (Multifunctional VET centres) in a regional partnership setting available.</p> <p>Systematisation of qualifications started.</p>	<p>The 2014 Torino Process round was embedded in a comprehensive 9-month participatory process undertaken by the Albanian government to analyse VET and establish priorities under FRAME and led to the National Employment and Skills Strategy and Action Plan 2014-20 endorsed by the government. The Multi-functional VET Centres report and the VET school baseline study have been conducted with the support of the ETF and their results will feed into the optimisation of VET providers' network in Albania as a part of the systemic reform under way in the country. The ETF provided expertise for a background analysis and conceptual note for drafting a new legislative framework for VET and for a demand-side analysis to feed into the AQF (at national level - reviewing all available economic and skills needs and coming up with a revised national list of occupations; at regional level - suggesting qualifications that should be offered in each region).</p>
Bosnia and Herzegovina	<p>Information on EU tools and policies disseminated among policy makers and a draft implementation plan available.</p> <p>Policy document for the development and implementation of BQF available.</p>	<p>An important milestone in the preparation of FRAME Skills 2020 was the establishment of an inter-ministerial working group, which has been given the mandate to draft the strategic document "Vision for Skills 2020: Bosnia and Herzegovina."</p> <p>In 2014 a series of workshops were organised in line with the foresight approach involving diverse stakeholders from across the country and various drafts were discussed. At the end of the year the preparation of the final version was still work in progress. Bosnia and Herzegovina took part in Torino Process 2014 round and a country report was prepared as an ETF-led assessment document. The baseline analysis on quality in VET in Bosnia and Herzegovina was finalised with a report stating the need for urgent development and implementation of a robust and comprehensive policy for QA in VET in the country. Progress was made with compiling a catalogue of good practices in the field of qualifications in Bosnia and Herzegovina (will be ready in Q1 2015).</p>
former Yugoslav Republic of Macedonia	<p>Concept of non-formal education aligned with the NQF.</p>	<p>The FRAME Skills Vision confirmed the overarching objectives laid out in the VET strategy 2013-2020, in the National Action Plan for Youth Employment 2012-2015 and in the Innovation Strategy 2020. The Skills Vision inspires starting reflections for the renewal of the Education strategy after 2015. With its focus on key priorities the FRAME documents were considered by the stakeholders and the EU Delegation as relevant references for the Indicative Strategy Paper (IPA II) and start of programming for education, employment and social policy. The ETF supported the country to prepare first drafts of its EQF Referencing Report and to compile an Inventory of Qualifications, as well as to elaborate a draft concept paper on non-formal learning and to conduct a training workshop on validation of non-formal and informal learning. The concept paper on non-formal learning and the draft action plan underwent a second round of detailed discussion in Q4 and will be finalised in 2015.</p>
Kosovo	<p>Updated Annual Review on VET sector reform available.</p> <p>Enhanced capacity to set and follow milestones and benchmarks relevant in VET area within the context of lifelong learning, employment and social inclusion promotion.</p>	<p>As part of the FRAME project, stakeholders in Kosovo worked actively on developing a national skills vision for 2020 and a roadmap with priority areas and specific actions to achieve the skills vision. The measures identified in the roadmap of FRAME Skills Vision 2020 for Kosovo have been used as a basis to draft the pillar on human capital development of the National Development Strategy. The FRAME Skills Vision 2020 has been sent to the Government for approval. The ETF continued its support for the implementation of the Sectoral Strategy for Employment and Social Welfare (2014-2020) through provision of expertise for the development of a monitoring system. ETF assisted the National Qualification Authority in the process of consultations on the nature and use of qualifications types (a report on qualification types in Kosovo NQF was produced with a proposal for managing the differences between qualifications). The Torino Process 2014 report has been implemented as a self-assessment exercise.</p>

Country	2014 Results	Achievements
Montenegro	Draft policy document on mainstreaming In-Service teacher training in VET and roadmap.	In 2014, the Ministry of Labour and Social Welfare actively used results of FRAME Skills 2020 for fine tuning the plans for IPA II. The ESRP dialogue in Montenegro will reflect and incorporate findings of the FRAME Skills 2020. A Strategy for Life-long Entrepreneurship Learning 2014-2018 was developed with the support of the ETF. Mechanisms for practical implementation and monitoring of school-based continuing professional development of VET teachers have been developed jointly by the Bureau for Development of Education Services and the VET Centre as a result of the improved collaboration between the two institutions facilitated by the ETF. A self-assessment Torino Process 2014 report was submitted to the ETF for a peer review in December. An ex-post analysis was conducted under Bruges strategic objectives 5 and 6 (Fostering innovation, creativity and entrepreneurship, as well as the use of ICT; Realising inclusive I-VET and C-VET) with the support of the ETF.
Serbia	NQF development links VET and Higher Education and involves stakeholders from education and world of work	Serbia's Skills Vision 2020 report has been finalised and has been used by the ministries of education and labour to inform their strategic planning. The Skills Vision 2020 provides also inputs to the social sector working work under the Serbian European Integration Office (NIPAC for Serbia). The ETF assisted stakeholders in Serbia to review the pilot experience with four sector skills councils and defined a way forward to develop a sustainable structure to support skills councils in the years ahead. The ETF continued to support the development of a comprehensive NQF in the country. The Serbian Torino Process 2014 report – conducted as a self-assessment – was submitted to the ETF in November for peer review.
Turkey	Private sector integrated into the development and implementation of TQF. Synergy created with related EU programmes.	ETF and national stakeholders worked on EU-funded long-term planning, monitoring and evaluation of progress. The Turkey Skills 2020 report was distributed to more than 600 key stakeholders and used for IPA II programming in the education, employment and social inclusion sector. Expertise was provided on various issues and the Torino Process 2014 self-assessment was submitted to the ETF in November.

1.2.2 Southern and Eastern Mediterranean (SEMED)

Qualifications for the Mediterranean

At regional level, in 2014 excellent progress was made in finalising tools and methodologies, such as the new common profiles, the development methodology, the certificate supplements, the national country reports and the guidelines for the peer review. The project has also developed a strategy to make closer links with national developments in qualifications. The Strategic committee validated the action plan for 2015 and the inclusion of Algeria as a project partner. Partner country representatives asked ETF to reinforce the links with mobility and to strengthen the participation of Member States (in particular Italy and Spain) in the project.

Governance for Employability in the Mediterranean: GEMM

2014 was the second year of this project, which focuses on improving the governance of VET systems in all countries of the region (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia). It engages actors at national and sub-national level by encouraging cooperation between government, trade unions, employers' representatives and civil society. The project aims to maximise institutional capacity and increase ownership among stakeholders of on-going VET reforms. A National Committee has been established in each country to monitor and support the implementation of GEMM activities.

Based on a conceptual model of multilevel governance developed by the ETF, in 2014 a national mapping and analysis of VET governance was carried out in all countries with a focus on planning, financing and quality assurance. Based on national reports already published on the ETF website, a cross-country report was completed and will be published in early 2015. This provides a comprehensive picture of VET governance as regards institutional settings, stakeholder functions and roles, including continuing training policies and systems.

In 2014, the capacity building activities of stakeholders (VET and employment authorities, social partners and representatives of civil society) at local, national and cross-country levels continued via cross country events (the regional conference in Brussels, the study visit in Romania) and at national level through ongoing work on the pilot projects. The capacity building activities were carried out according to the ETF methodology, which focuses on participation, relationship building and shared ownership among different stakeholders. All project activities to support capacity progression were based on a needs assessment.

All pilot projects were identified and launched in 2014, with the exception of Egypt for which agreement to engage in GEMM was only reached at the end of 2014. Some pilot projects, such as those in Morocco and Jordan, are at a very advanced stage. Activities in Libya were put on hold given the security situation.

In the field of communication, the project has developed a strategy backed by an action plan and many tools (project community, GEMM website, etc.) and in 2014 published regular newsletters, webnotes and articles covering the different project events and deliverables.

Country	2014 Results	Achievements
Algeria	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.	The Algerian example of local development of the association El Arghoub in Laghouat for the preservation of local agricultural techniques from the old to the new generations, was selected as part of the ETF initiatives on "Entrepreneurial Communities". The dissemination of the SBA assessment outcomes will be ensured in 2015 as well. In November 2014, Algeria was officially accepted as a project partner of the regional project "Qualifications for the Mediterranean"
Egypt	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	ETF completed the Torino process report with a sound analysis shared with all stakeholders in December. The EU Delegation confirmed the request for ETF to provide their technical advice to the VET III project documents to be reviewed by an external team of experts.
Israel	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.	The ETF analytical work (Torino process, ALMPs study, social inclusion study) were shared at the high level OECD- BIBB conference on "skills beyond schools". ETF continued to facilitate exchange with bilateral donors, namely Austria for an exchange on WBL. ETF supported national dialogue on NQF issues, organising a one day workshop at ETF premises.
Jordan	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	Regarding the PRIME project, the issues Paper was delivered and the policy options proposed were validated. Detailed actions of each policy option were also discussed. In 2015 the project will move into its second phase with the costing of the options.. In support to the EU, ETF organised a high level seminar on qualifications frameworks to support the policy dialogue in Jordan linked to the E-TVET sector EU budget support. ETF commented and provided input on the benchmarks and the TOR of the new sector policy support programme. ETF provided inputs to support the negotiation of the Mobility partnership in Jordan

Country	2014 Results	Achievements
Lebanon	<p>Curricula and manuals are finalised and made available to all pilot schools</p> <p>The revised curricula is delivered in at least 80% of all selected pilot schools</p> <p>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</p> <p>A legal act is drafted on the Lebanese NQF</p> <p>Referencing processes and procedures are drafted</p> <p>A communication plan for the dissemination of the Lebanese NQF is prepared and agreed</p>	<p>In the Entrepreneurial learning project, an inventory of initiatives on non-formal learning was carried out and an action plan to mainstream entrepreneurship as a competence in education is under development. INJAZ case on entrepreneurial learning was selected in the framework of the ETF initiative on "Entrepreneurial Communities". The ETF continues to be engaged in the identification of a new European Union intervention in the field of VET and Employment.</p>
Libya	<p>Multistakeholder group is set up</p> <p>Multistakeholder group is trained and supported on the key elements of the process</p>	<p>Activities in Libya were suspended given the security and political instability. Libya continues to participate to cross country activities under the GEMM project and corporate events.</p>
Morocco	<p>Global implementation plan approved</p> <p>Governance entity set up</p> <p>Analysis of VET supply and skills needs at regional level carried out</p> <p>Capacity building for regionalisation of VET at DFP completed</p> <p>Capacity building actions of local actors completed</p>	<p>Regarding the NQF project, ETF delivered a roadmap as well as the internal rules manual for the National Commission that should lead on the NQF in Morocco. A change of responsibilities within the Ministry may imply a stand by on the next steps.</p> <p>In Tangiers-Tétouan, the functional analysis of the Central Direction of VET at the Ministry of Education and Higher education and two regional VET directions (Casablanca and Tangiers) has been concluded. All these outputs will be discussed early 2015 in a conference with the aim to provide inputs and perspectives for the regionalisation of VET and on which information system for skills and employment at regional level and how it can be articulated with the national observatory.</p> <p>Finally, the EU Delegation confirmed its request for 2015 for ETF to provide technical advice to the Delegation on the inputs provided by the external team of experts working on the design of the new EU intervention in VET.</p>
Palestine	<p>An action plan for the implementation of the multiannual initiative is approved by the project steering committee</p> <p>The economic sector and the specific local territory targeted by the project are identified</p> <p>The qualifications targeted by the project are identified and analysed</p>	<p>Regarding the qualifications project, ETF, in cooperation with GIZ, supported the Khadoorie Centre of Competences in the development of competence based qualifications in the fashion design sector by providing capacity building for the teachers to be able to handle the new competence based pedagogy. Furthermore, the Khadoorie Centre of Competences and local employers from the governorate of Tulkarem, have started working on a methodology to develop competence based CVT qualifications on the basis of individual modules of the newly developed initial qualifications.</p>

Country	2014 Results	Achievements
Tunisia	<p>Evidence based recommendations for developing a strategic approach for regional governance of VET and employment are discussed with the government</p> <p>In the Medenine governorate the regional stakeholder coordination is established and operational to address VET and employability regional issues</p> <p>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</p> <p>A study visit engaging both regional and national stakeholders serves as a preliminary, trust-building initiative to engage various stakeholders into the reform process</p> <p>A national technical team is appointed to work out the recommendations of the review and propose a roadmap for development of the strategy</p> <p>Main pillars of the strategy are identified</p> <p>Technical support is provided on a regular basis to the team through workshops and distance-coaching</p>	<p>ETF completed the identification of the new EU intervention in support to private sector development, VET and employment. ETF has participated and provided inputs to several meetings of the Mobility partnership on issues linked to the skills dimension of migration.</p> <p>In Medenine, the project to support the regionalisation of VET completed the innovative actions (with the course on “etre professionnelle”) and the capitalisation plan to disseminate lessons learnt and tools was agreed with the Ministry of VET and employment. The first three fact sheets, out of the fifteen foreseen, to summarise experiences and lessons were produced and a national seminar to share the tools for tracer studies and skills needs analysis was held.</p>

1.2.3 Eastern Europe

Support to the Eastern Partnership

The ETF has supported EU Platforms 2 and 4 of the Eastern Partnership. Under Platform 2, which promotes economic integration and convergence with the EU, the ETF organised a project on skills matching to share policies and good practice among the countries of the Eastern Partnership. In June the 'Make it Match' network for skills anticipation and matching was set up. The first network meeting emphasized the importance of improved coordination among stakeholders and the creation of a coordinating body for skills anticipation at national level.

ETF has continued to support the EU Delegations in ARM (feasibility study followed by project identification for VET and agriculture), AZE (project ideas for intervention in EU project on Employment and project monitoring VET project), BEL (inputs to TA experts to prepare SPSP), GEO (monitoring SPSP), MOL (inputs to TA experts to prepare SPSP) and UKR (proposal on human capital component for the EU financed private sector development programme).

Country	2014 Results	Achievements
Armenia	12 Pilot schools develop modern career guidance methods, using tracer studies and other evidence. CG policy revisited following recommendations from project and practice.	The ETF prepared a report and drafted a project fiche for the EU Delegation on VET in agriculture for future programming. National stakeholders discussed the state of play and obstacles for developing work-based learning. Employers want the government to give them incentives. Twelve vocational schools were monitored on their career guidance practice and coordinators have developed their capacities in ETF workshops to focus more on the needs of the labour market. The Torino Process was drafted and validated by national stakeholders. The mainstreaming of pilot reforms, the development of the Armenian NQF, sector skills councils and cooperation between education and business were identified as key challenges.
Azerbaijan	Raised quality of EU support for VET provision in the regions Some sectoral committees are operational and based on the agreed concept of sectoral committees. Key institutional roles for NQF implementation are clear.	Expert input was delivered to the project identification of the EU support in the VET sector and in the area of employment (skills anticipation, social partnership and occupational standards) for the next EU annual programmes. Azerbaijan has prepared a Torino Process self-assessment and included a report on achieving EU benchmarks. It confirms the focus of the new VET reforms on quality as opposed to quantity. A concept paper for supporting the establishment of three pilot sector skills councils was developed and discussed with key stakeholders in October. The ETF has also advised the ministries of Labour and Education on legislative acts for enforcing the methodology for occupational standards, qualifications and institutional implementation.
Belarus	Strategy on Quality and quality assurance in development.	The ETF provided substantial input to the EU Delegation for a new project on VET and to the technical experts who developed the terms of reference for the project. The ETF facilitated the debate on clarifying the roles of national partners in the development of the NQF. The self-assessment draft of the Torino Process report will also guide the discussions on the roadmap for introducing quality assurance in VET. Belarus has agreed on two sector councils on public administration and ICT. The concept and objectives of the councils have been revised after an ETF workshop and the ETF has supported the engagement of employers in the councils.
Georgia	Concept for LM Info System and Active LM policies agreed by local stakeholders; NQF revisited;	The Torino Process self-assessment was validated by national stakeholders. Improved social partnership, a review of the NQF and improved mobility in the education system were identified as priorities. An ETF draft concept note for establishing a labour market information system was presented to the government in September and local stakeholders were trained on labour market information resources and methodologies. The ETF gave recommendations for policy development to improve and extend training for the unemployed. The ETF facilitated a knowledge sharing debate between the Georgian and Ukrainian employers association, which stimulated a lot of interest in the employer led sector skills councils.
Moldova	Concept of learning outcomes agreed by local stakeholders 4 sector councils have discussed financing skills and shared financing in their sector	The management of the Torino Process was entrusted to the Institute of Educational Science (IES) - Republican Centre for VET Development. The draft report was validated in November by the key national stakeholders. The social partners played an active role in the discussions on the draft lifelong learning strategy finalised in September. The final draft of "Progressing towards the Moldovan NQF" was developed and the vocational qualifications format (qualifications dossiers) was elaborated together with the NQF working group. The EU project will facilitate its implementation. A new skills needs analysis was carried out in the construction sector.
Russia	Russian stakeholders better aware of EU approaches to skills matching	The Ministry of Education took the lead in a broad stakeholder dialogue on the Torino Process. The draft report was validated at the international conference on Lifelong Learning and Adult Education of the ministry on 26 November. The Ministry of Education decided to use the Torino Process methodology for its monitoring of VET developments and reporting of the regions. Moscow City has drafted its report from the regional perspective. The St Petersburg region also expressed interest in participating in the 2016 Torino Process. A seminar on the European Credit System for VET raised awareness on the importance of moving to learning outcomes and credit units for Russian VET.

Ukraine	<p>Skills analysis piloted at regional level</p> <p>A coordinating structure/institution/ authority identified responsible for national qualifications and quality assurance.</p>	<p>Five Ukrainian regions (Vinnytsia, Kiev, Khmelnytsky, Dnipropetrovsk and Sumy) have developed a Torino Process report, which fed into the national report validated in October. The problem identification phase was concluded and the global direction for policy options defined. The Federation of Employers established the Institute of Professional Qualifications to guide the development of occupational standards and qualifications. The Ministry of Economy was supported in developing a national skills anticipation methodology. A conference on institutional aspects of quality assurance in higher education and VET was held in December jointly with the Council of Europe, The British Council, Federation of Employers and the government. Different scenarios and options for dealing with QA were discussed.</p>
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1.2.4 Central Asia

In the five Central Asian countries, the ETF supports the European Commission in implementing the Central Asia Education Initiative and seeks synergies in promoting regional cooperation, national and regional policy dialogue and a shared approach to policy learning. ETF activities deal with three main areas: VET governance, the attractiveness and quality of VET, and education and business cooperation.

School Development

Improving school management and supporting the active participation of school managers in vocational education development is the focus of the ETF's regional project in Central Asia. The project stimulates policy dialogue on improving the conditions for school development; develops capacity building modules of school directors and trainers; and creates networks of vocational schools in Kazakhstan, Kyrgyzstan and Tajikistan and will extend them to Uzbekistan and Turkmenistan.

The results of phase two of the project were presented at the Dissemination Conference in September in Dushanbe. The regional policy dialogue has led to a better insight into policies and practice on how ministries steer and monitor VET schools and how VET school managers can take initiatives within their decision making mandates. The dialogue has focused on quality assurance and on education and business cooperation. The participants agreed to develop the dialogue further through using policy simulation techniques targeted at specific policy problems.

Outcomes of the project have been : i) Teacher training institutes and school managers from the countries gave examples how they were using the Teachers Handbook in their environment ; ii) 14 communities of practice (CoPs) of VET schools in the three countries that were established in phase two of the project. The CoPs presented successes in social partner engagement and practical training arrangements in the schools, or for improvements in the teaching methodologies and training of teachers and trainers. The most important benefit of the CoPs is the exchange of experience and opinions between schools. Creating links of the CoP work with policy making and makers is considered a key element for promoting the use of the CoP instrument ; iii) The Republican Scientific Methodological Centre (RNMC) of Kyrgyzstan has started to use a number of tools ETF had proposed for improving in-service training provision in 2013-14.

Country	2014 Results	Achievements
Kazakhstan	Education and business study has given deepened understanding on success and failures of cooperation for work-based learning. School-companies cooperation has been increased	A study on school-enterprise cooperation was developed with the Kazakh national and regional stakeholders. The study and its methodology were enriched with a tracer study with VET graduate experience in their transition from school to work. Data collection and analysis in all three Kazakh regions was largely finalised and the report is expected in March 2015. It focuses on evidence creation for the practice and perceptions of school-enterprise relations at regional and local levels. Kazakhstan has prepared first drafts of the Torino Process, which was done for the first time as a self-assessment.
Kyrgyzstan	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.	The tracer study methodology was adapted after initial piloting in five vocational schools and subsequently in 16 schools in Bishkek and south-Kyrgyzstan. The Asian Development Bank and G20/ ILO agreed to use the methodology for mainstreaming in initial and secondary VET through their new projects. At a conference in October, the Ministry of Education and the VET Agency embraced the methodology and launched the mainstreaming process. Six sector skills councils are taking off and discussing their mandate. Six members learned from sector skills councils in Eastern Europe at the final CVT dissemination conference in Chisinau in October. The draft Torino Process report was validated by national stakeholders on 30 September. Labour market information systems and anticipation, social dialogue and sector skills councils and NQF development are considered key challenges.
Tajikistan	Existing quality assurance mechanisms have been reviewed and a quality strategy has been drafted	The Torino Process self-assessment was validated by national stakeholders at the end of September. Quality and quality assurance, education and business cooperation and professional development of VET school managers, teachers and trainers are the three key challenges. Stakeholders in three regions shared experience in monitoring VET quality at school and local levels. The EU project fiche on quality education support, with a large teacher training component was approved. The ETF provided comments on the fiche.
Turkmenistan	Policy makers and VET school directors have discussed VET progress as input for new EU project intervention	The community of school directors participating in the EU project shared their experience about introducing newly developed curricula and the challenges of VET school leadership. The directors also agreed on a list of priorities for further capacity building. The second seminar in Turkmenistan for school directors had to be postponed to January due to coincidence with the CAEP meeting in Bishkek. Inputs were delivered to the new EU technical expert, who is responsible for preparing the new EU VET and general education project and to the EU Delegation and to DEVCO for the EU-Turkmenistan Joint Committee. Furthermore, an outline for EU
Uzbekistan	Business, policy makers and VET school directors have established common objectives for enhanced cooperation	Policy makers, vocational schools and employer representatives discussed progress in business– education cooperation in two round tables. The Ministries of Education and Labour agreed on the outline for development of a national qualifications framework. The ETF drafted the Torino Process report. The main recommendations were supported in the validation seminar. The need for stronger inter-institutional co-operation, matching supply and demand of skills and increased engagement of the private sector in VET were identified as key priorities. The ETF has advised the EU Delegation on an EU project on VET in rural areas and on the increased involvement of the private sector, in particular SMEs, in VET.

1.3 Achievements by function

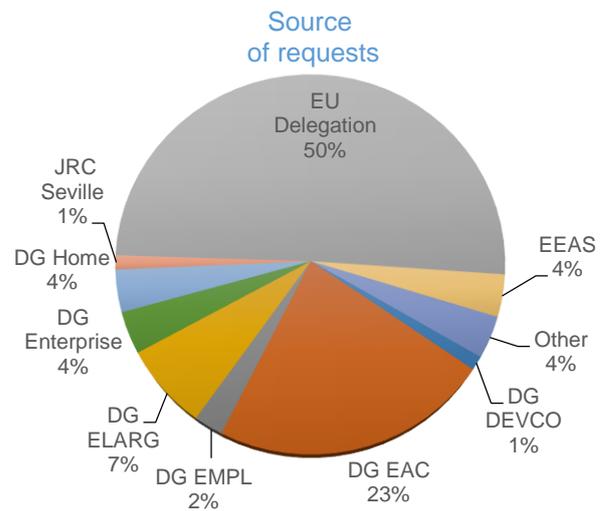
The ETF also performs four functions: F1 – support to the EU; F2 – capacity building; F3 – policy analysis; and, F4 – dissemination and networking.

F1: Support to the EU

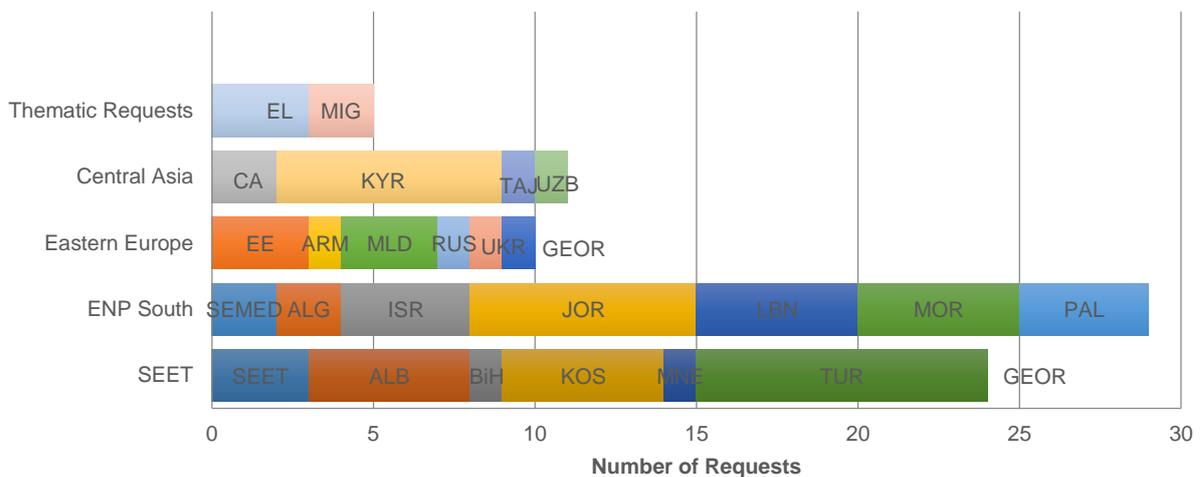
In 2014 the ETF continued providing support to the European Commission in response to ad hoc requests from EC services and the EU delegations in the partner countries. Requests fall into two types: those relating to the programming cycle i.e. identification and formulation, programming, implementation, monitoring and evaluation (76%), and those relating to content and review of policy i.e. thematic or country analysis or comments on EU instruments (24%). The types of request are similar to previous years, although the number for monitoring and evaluation doubled from four in 2013 to eight in 2014.

The ETF received 82 requests in 2014, slightly up on the 78 received in 2013.

The largest number of requests for ETF services come from the EU Delegations (63%) and DG EAC (18%), followed by DG ELARG (6%), DG DEVCO and DG EMPL (5%) and DG HOME (3%).



Requests by country/region



The majority of requests relate to EU external assistance projects and programmes in the partner countries (79% compared to 63% in 2013). Some 42% of the requests were made for Southern and Eastern Mediterranean countries, followed by 34% for South Eastern Europe and Turkey, 17% for Eastern Europe and 7% for Central Asia.

Cooperation with the EU institutions

In 2014, the ETF had extensive consultations with the different key actors in Brussels, including DGs EAC, ELARG, DEVCO, EMPL, ENTR and HOME as well as the EEAS in order to align the objectives and

activities to the strategic orientations and priorities of the European Commission and other key European actors.

The ETF regularly contributed to the debates and reports prepared by European Parliament members or committees. It also provided on request technical expertise and relevant data about the ETF's activities, expertise and achievements.

Cooperation with other EU agencies was enhanced, in particular with Cedefop and Eurofound, through the exchange of expertise, participation in events, knowledge sharing seminars organised twice a year and the promotion of synergy and complementarity through joint annual work programmes. The achievements of cooperation with Cedefop are presented in annex.

In the framework of promoting the multi-level governance of the human capital development in the context of the EU neighbourhood policy, the ETF strengthened its links with the European Economic and Social Committee as well as with the Committee of the Regions and its structures ARLEM and CORLEAP .

F2: Capacity building

Based on experience gained in previous years and to consolidate the work done, the ETF has adopted a method which includes capacity building throughout the policy making cycle leading to a transformative impact in the partner countries. This makes the ETF distinct and unique among similar institutions.

In 2014, the ETF's capacity building methodology was used across ETF activities, such as the GEMM capacity building needs assessment and programme definition, the finalisation of the FRAME capacity review methodology and the Eastern Partnership network on skills matching. In 2014, the ETF also produced a set of guidelines and instruments to build capacity for policy making through the Torino Process.

In 2014, the ETF also produced a toolkit to support partner countries in the design and implementation of capacity building exercises and to measure progress in capacity development over time: [Capacity for the development of human capital: the role of VET](#)'.

The ETF continued to cooperate with other EU and international partners in the development and dissemination of capacity building methodologies, tools and instruments. The ETF was invited to present the methodology and lessons learned via the Learning Network for Capacity Development, a series of webinars facilitated by DG DEVCO and in a special session in DG DEVCO's annual capacity building training programme in June 2014. The ETF also shared its approach to capacity building with other practitioners within the ITCILO programme on teacher training in November 2014.

F3: Policy analysis

This function is covered by section 1.1.1 under evidence-based policy analysis

F4: Dissemination and Networking

The ETF engaged in a range of communication activities, from events and visits to publications and promotion on digital channels. As a result the agency shored up support to its mission, disseminated relevant information, and contributed to international debates on human capital development in the partner countries and the EU.

Face-to-face communication during different events, involving more than 1,200 participants, helped build capacity of ETF partners and provided opportunities for policy learning and networking. They included small meetings for a few experts and large-scale events, such as the international conference of qualifications, FRAME high-level conference in Tirana, Southern and Eastern Mediterranean Policy Leaders' Forum and Entrepreneurial Communities' meeting in Turin, as well as events to mark the ETF's 20th anniversary.

ETF knowledge and expertise was disseminated through some 53 publications and documents in various formats. Three issues of the Live&Learn magazine, with an average print-run of 5,800, were written, published and sent out. In addition, several briefing notes, leaflets and brochures were produced in the course of the year. A special ETF 20th anniversary publication highlighted the ETF's impact through success stories from current and former partner countries and other organisations and people the ETF has worked with.

The ETF communicated actively through online channels. The website received over 802,200 visits during the year. The ETF Facebook page saw a 50% increase in the number of followers reaching nearly 9,000 likes. Updates on Twitter allowed live reporting from ETF conferences and information about the ETF and its expertise to be distributed to a 2,500-strong audience.

The ETF significantly expanded its video production to make ETF knowledge and expertise more accessible to its stakeholders. More than 20 short videos reports were produced. They were watched 8650 times on the ETF's YouTube and more on other social media.

The ETF communication work was recognised by the industry's top international bodies: the Global Alliance World PR Network (COMM Prix Award) and International Association of Business Communicators (Gold Quill Awards).

Dissemination and networking takes place both within and among countries. The ETF's work in the countries is presented in section 1.2, while cross-country issues are tackled below.

Cooperation with the EU member states

In accordance with its mandate, the *ETF "disseminates information and encourages networking and the exchange of experience and good practice between the EU and partner countries and amongst partner countries in human capital development issues"*.

In this context, the ETF and several EU relevant member states organisations organised in 2014 joint activities at country and regional levels. Examples of these activities are provided below:

- Joint ETF-AFD seminar on "Youth employability in Lebanon: the role of vocational education and training and entrepreneurship", 22-23 September 2014, Beirut
- Joint ETF-British Council conference on quality assurance and institutions in qualifications system, 12 December 2014, Ukraine

Also, important tools used in 2014 were the **peer learning** and **study visits** hosted by several EU member states like:

- France: peer learning for the Tunisian stakeholders on governance
- Italy: peer learning event for the Turkish stakeholders on employment
- Romania: peer learning event under the FRAME project for the South Eastern Europe and Turkey stakeholders on evidence based policy making
- Austria: peer learning event for the Israeli stakeholders on work based learning and teacher training
- Netherlands and Romania: GEMM study visits on quality assurance

In order to coordinate efforts and ensure synergy of approaches, in 2014 the ETF met different actors from EU member states and international organisations at the fourth meeting of donors active in vocational education and training in the Southern and Eastern Mediterranean. The event was organised in Turin on 20-21 October 2014 and focused on work-based learning. The discussions were structured around five

sessions dealing with policies and initiatives in work based learning; improving quality of work-based learning; improving access to apprenticeship and internship; the role of teachers and trainers; and better balancing of school-based and work-based learning in TVET.

The ETF and GIZ organised a joint workshop in Bonn on 18 October with the support of the BMZ to discuss the level of cooperation in 2014, focusing on the examples of Kosovo*, Palestine, Egypt and Tunisia. Both organisations confirmed the added value of cooperation in terms of consistent policy support and policy messages to partner countries and explicit complementarity in operational priorities and institutional roles. Both institutions expressed a strong desire to continue strengthening cooperation.

Cooperation with international organisations

In 2014 there was intensive cooperation with the international organisations and the development banks both at country and regional level and in thematic areas.

The ETF continued to invest in the activities of the inter-agency working group on VET and organised one of the two annual meetings in Turin on 18 November 2014, which discussed the outcomes and the progress of the works undertaken in the sub-groups on indicators and green skills and explored possible cooperation in work based learning. At the end of 2014, the World Indicators of Skills for Employment (WISE) Database was launched, following a request by the G20 Development Working Group (DWG) for the relevant international organisations to develop a database with comparable indicators of skills for employment and productivity for Low Income Countries (LICs). This is a joint project of the OECD, ETF, ILO, UNESCO and the World Bank, drawing on their own databases covering the period from 1990 to the present for 214 countries and 64 indicators.

The ETF, EBRD and EIB continued to work together on entrepreneurial learning. The sharing of expertise and experience in human capital development continued through cooperation with the Council of Europe, the Regional Co-operation Council for South Eastern Europe, the Union for the Mediterranean, SEECEL, ERI SEE and other institutions like the European Group on Public Administration (EGPA), the Anna Lindh Forum and the Network for Policy Research, Review and Advice on Education and Training (NORRAG). A detailed overview is presented in Annex 5

2. MANAGEMENT OF RESOURCES

This section assesses the effectiveness of ETF resources management and control processes and is a prerequisite for the Director's Declaration of Assurance.

Resource management in the ETF takes place within the broader context of the ETF's performance management framework (PMF). This comprehensive framework ensure that ETF manages its performance coherently according to priorities set at planning phase and cascaded throughout the institution (see Annex 1). The PMF integrates management and control processes into a single system with consequent gains in terms of delivering quality results. The PMF enables the ETF to verify the efficiency and effectiveness of the organisation through the evidence based analysis of resources, costs and procedures

2.1 Management of human and financial resources

Overall in 2014 the ETF used the resources provided by the EU for the pursuit of its activities in due time, in appropriate quantity and quality. The results of ETF management of its human and financial resources are very positive.

2.1.1 Human resources management

The ETF recognises human resources as its main asset in delivering its mission and Work Programme objectives. Good human resources management implies a constant improvement of policies and procedures for staff planning, recruitment, learning and development, performance management and deployment.

In 2014, the ETF's effective management of human resources is demonstrated by the following figures:

- On 31 December 2014, two posts were vacant with respect to the 2014 Establishment Plan of 94 posts, but none compared to the 2015 Establishment Plan which was reduced to 92 posts;
- During the year, ETF handled five newcomers and five leavers, nine probation periods and 16 contract renewals, five selection procedures involving 700 applications and 21 interviews, 14 interim staff, one national expert in professional training and 95 learning and development activities.

Furthermore, the ETF strives to ensure staff satisfaction to increase engagement and efficiency through regular improvement of working conditions and relationship, learning and development activities, including people management development. In particular, in 2014 the ETF has:

- Developed a learning and development guide, to put greater emphasis on quality and longer-term development;
- Launched a 360° feedback exercise for development purposes for Managers. From 2015, specific learning and development actions (at individual and/or group level) will be put in place;
- Launched a work-related stress risk assessment, the recommendations of which will be will be implemented from 2015; and
- Revised its teleworking⁶ and working time policies⁷.

⁶ ETF/12/DEC/033 issue 2 -2014

⁷ ETF/14/DEC/004

Efficiency gains

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, increasing the staffing of its operations department by 19% (from 64 in 2008 to 76 in 2014).

This positive trend is threatened if it is necessary to reduce staff by 10% over 2013-18, rather than the 5% applicable to all EU institutions and other bodies under the MFF. The higher turnover among core business experts compared to other staff means the majority of the staff cuts will fall on this staff category, reducing the ETF's efficiency in terms of the ratio of administrative to operational staff.

In 2014, the ETF continued its efforts to improve its business model through a review of how to make its core business delivery more strategic and efficient. With inputs from a functional analysis launched in 2013 and an extensive consultation process with staff and management, the decision was taken to make a complete reorganisation of the operations area, merging three departments into one and moving from over 50 country, regional and thematic projects to seven strategic thematic projects. In addition, departmental Financial and Procurement Cells have been concentrated under the central administration, which should improve synergy. The reorganisation took effect as of 1 January 2015.

In accordance with Article 38.1 c) of its Financial Regulation, in 2014 the ETF carried out a staff screening exercise in line with that of the Commission (see Annex 2). The results of this exercise demonstrate that in terms of efficient use of human resources, the ETF compares favourably with the European Commission.⁸ As at 15 December 2014, the ETF had 22.2% of its statutory staff engaged in administrative and coordination activities, compared to 24.1% in the European Commission. Including service providers, interims and trainees, this figure was 24.3% at the ETF and 26.5% in the Commission. The ETF allocated 61.7% of its statutory staff to operational activities compared to 54.5% in the Commission. Including all human resources the figures were 60.2% for the ETF and 53.5% for the Commission. The rest of the staff in the two organisations were classified in the neutral category according to the job screening methodology.

2.1.2 Financial Resources Management

Budget management

In 2014, the ETF received an EU contribution of €20,143,500. The Governing Board agreed to add for the first time, pursuant to the newly adopted financial regulations, the interest earned, amounting to €14,552.88.

In 2014, the ETF also received €952,520 as the second instalment for the GEMM project €150,200 as the last instalment for the FRAME project and €315 as accumulated interest from the Italian Ministry of Foreign Affairs Trust Fund (ITF).

Consequently, the amount received by ETF during 2014 was €21 261 087.55.

In addition to this amount, in 2014 the ETF recovered €124 924.46 as internal assigned revenue, deriving from recovery of expenditure made during 2014 or previous years, raising the ETF's revenues to €21 386 012.01

EU Contribution 2014

Out of the total of €20,158,053, the ETF has committed 99.90%, maintaining the good track record of the previous years (99.78% in 2013, 99.91% in 2012) and demonstrating how the ETF has continued to

⁸ On the basis of the latest available figures from the Commission's HR report 2014

optimise its budget execution, as underlined by the European Parliament in the latest discharge⁹. The similarly good indicators for administrative and operational payments (93.64% and 98.54%) are a sign that the efforts invested in planning have reached their objectives.

In 2014, indicating the effect of the planning and monitoring processes and continued compliance with the recommendations received from the Court of Auditors, the ETF has performed 8 budgetary transfers (11 in 2013 and 2012). Of the total budget, 7.1% was reallocated to different budget lines (5.9% in 2013 and 6.4% in 2012). Good performance in compliance with payment time limits has been achieved with a rate of 79% of payments paid within due date, which although slightly lower than in 2013 is still representative of the improvements made since 2011 (ETF report on compliance with the payment time-limits and on the suspension of the time-limits is provided in Annex 10)

Financial management Corporate Performance Indicators (WP 2014)

	2014	2013	2012	2011
Overall Budget ETF (EU Contribution) (€)	20,158,053	20,143,500	20,144,530	20,350,000
Committed (€)	20,137,595	20,098,887	20,126,601	20,287,051
Overall Budget execution (Com) COM/Budget C1	99.90%	99.78%	99.91%	99.69%
Rate (%) of cancellation of PA (unpaid T1,2 C8+ uncomm T1,2 C1+unpaid T3 C1 PA)	0.92%	0.99%	0.58%	0.58%
Rate(%) of outturn (total pay in year N and CF to N+1) as % of total EU funding received in year N	99.55%	99.73%	99.94%	99.76%
Carry forward payment rate (Administrative budget Title 1 & 2)	89.51%	84.16%	81.08%	89.64%
Payments paid within due date	79%	84%	72%	74%

All financial management KPIs are in line with pre-defined targets in the 2014 work programme. The assessment of those performance measurements provides with reasonable assurance of the ETF's performance and cost effectiveness and that ETF used the resources provided by the EU for the pursuit of its activities in compliance with the sound financial management principle. More details are provided here below by categories of indicators.

Carry Forward and RAL 2014-15

Overall, the carry forward (Titles 1 and 2) has increased from 5.4% in 2013-14 to 6.4% in 2014-15, close to the level of 2012-13. On the other hand, the decrease of RAL from 34.0% to 32.4% indicates that the ETF is on a steady course of keeping its operational payments more in line with the annual cycle.

	2014	2013	2012	2011
Overall CF+RAL into N+1	13.14%	14.30%	14.00%	13.10%
CF in N+1 - T1	1.5%	2.2%	2.5%	1.6%
CF in N+1 - T2	36.2%	28.6%	36.1%	23.3%
Total CF (T1&T2)	6.4%	5.4%	6.3%	3.9%
RAL in N+1 - T3	32.4%	34.0%	35.0%	33.1%

Overall in 2014, 86.8% of the total amount committed out of €20,158,053 has been paid. Considering the 0.1% indicated for decommitment at the end of the year, the remaining 13.1% will be paid in 2015. Out of this, 4.2% correspond to activities already implemented in 2014 but not yet paid, 7.5% correspond to

⁹ European Parliament - Committee on Budgetary Control discharge in respect of the implementation of the budget of the European Training Foundation for the financial year 2013 (2014/2104 (DEC))

activities committed in 2014 but planned to be implemented in 2015 and only 1.4% correspond to activities which have been delayed into 2015.

		Subvention 2014	Paid in 2014	To be paid in 2015	of which		
					Implem. in 2014 pending payment	To be implemented in 2015	
						planned	delayed
		A	B	C=D+E+F	D	E	F
Admin (CF)	T1	12,809,103	98.4%	1.5%	1.4%	0.1%	0.0%
	T2	2,090,253	63.8%	36.2%	6.4%	29.8%	0.0%
	T1+T2	14,899,356	93.6%	6.4%	2.1%	4.2%	0.0%
Operational (RAL)	T3	5,258,697	67.5%	32.4%	9.9%	16.9%	5.3%
Overall ETF		20,158,053	86.8%	13.1%	4.2%	7.5%	1.4%

In Title 1, the €183,350.40 (1.5% of Title 1 budget) carried forward represents an important decrease from last year's 2.2% (attention threshold 10%), and is linked mainly to:

- Training €66,371 (36% of Title 1 carry forward)
- Administrative missions 53,285€ (29%)
- Interim support and reception services for 32,253€ (18%)

In Title 2, the €756 768.29 (36.2% of 2014 Title 2 budget) carried forward represents an increase from last year's 28.6%, both above the attention threshold of 20%, and is linked mainly to:

- Furniture acquisition €373,045 (49% of Title 2 carry forward)
- Software development €113,587 (15% of Title 2 carry forward)
- Hardware acquisition €92,743 (12% of Title 2 carry forward)
- Payment to EU for IT systems €49,176 (6% of Title 2 carry forward)

The relatively high carry forward in Title 2 furniture, IT equipment is linked to ETF's decision to allocate the surplus deriving from the reduced weighting factor identified at the end of 2014 to replace furniture and IT equipment that has not been upgraded for 20 years.

This is more visible in the qualitative description of appropriations carried forward and RAL distribution above, where it is highlighted that 29.8% of the administrative carry forward on title 2 has been planned to be paid in 2015.

In Title 3, outstanding commitments (RAL - reste à liquider) have decreased both in percentage (from 34% in 2013 to 32.4% in 2014) and in absolute value from €1.8m in 2013 to €1.7m in 2014).

This means that 67.5% of operational appropriations were paid within the year and the remaining 32.4% is mostly linked to the normal implementation of operational projects (9.9% correspond to activities performed in 2014 but still to be paid in 2015; 16.9% correspond to activities planned to be implemented in 2015 with no delays registered, and 5.3% to delayed activities due mainly to partner countries' geopolitical situation and/or stakeholder availability).

Amount returned to the EU budget (Budget outturn)

As overall result, the amount to be reimbursed to the EU budget is €188,193, representing 0.9% of the total EU Contribution, which remains in line with the small amounts the ETF has returned in the last years (€199,463 in 2013 and €125,366 in 2012). This is a very good result, considering the threshold which would have an impact in budget negotiations is 5%.

	2014	2013	2012	2011
Total to be reimbursed:	188,193	199,463	125,366	117,196
% of subvention:	0.9%	1.0%	0.6%	0.6%
T1 CA uncommitted	13,714	22,653	7,411	4,851
T2 CA uncommitted:	374	21,254	373	28,944
T1 C8 unpaid	45,045	83,030	59,565	26,631
T2 C8 unpaid	40,084	61,843	45,892	40,357
T3 PA unpaid:	86,294	9,656	4,395	16,413
Other cancellations	2,682	1,026	7,730	

Payment of administrative expenditure carried forward from 2013 (Title 1 & 2) has been 89.5%, an improvement from previous achievements (84.2% in 2013 and 81.1% in 2012). This led to a significantly reduced amount of cancelled appropriations for administrative expenses compared with previous years, indicating a more appropriate estimation of remaining expenses at the end of the year (T1&2 C8 Unpaid).

The relatively high amount of cancellations of Payment appropriation (PA) on Title 3 is linked to the delaying of invoices expected to be received within the end of the year (Title 3 PA Unpaid).

Other funds

Italian Trust Fund

Only €314,66 have been received in 2014 for Italian Trust Fund (as accumulated interest), raising the remaining budget to €24,996.88. All of it has been committed during 2014, and €3 743.17 have been carried forward to be paid in 2015. It is highly likely that in 2015 all remaining ITF funds will be consumed.

FRAME

Out of the €1,400,000 received for the FRAME project (a first instalment of €1,249,800 in 2013 and €150,200 in 2014), ETF has already committed at the end of 2014 the amount of €1,396,260.27 (99.73%), and paid €1,313,106.78 (94.04%) out of the committed amount. The activities have been finalised, and payments amounting up to €83,154.49 will have to be performed in 2015.

GEMM

Out of the €1,547,241 received for the GEMM project (€594,721 in 2013 and €952,520 in 2014), the ETF has already committed 75.73% and paid 64.57% out of the committed amount. A last instalment of €402,000 is expected during early 2015.

Declaration of assurance in cascade by (Sub) Delegated Authorising Officers

In 2014, budgetary implementation powers were delegated by the Authorising Officer through a Director's Decision¹⁰, which allocated the different budgetary areas, including specific budget lines, to the delegated and sub delegated authorising officers ((S)DAOs). In line with the ETF Rules and Procedures on the

¹⁰ ETF/12/DEC/002 Issue 3

Deputising mechanism and the Presence of Managers on the ETF premises¹¹, it introduces a second level of back-up for Delegated Authorising Officers, in order to reduce the number of transactions to be approved by the Director and ensure transactions are dealt with by the most aware Authorising Officer available.

The decision is accompanied by the individual delegations, signed by the Director, the authorising officer by delegation and his/her back-up. The signature of the act confirmed the acceptance of the charter of the authorising officer by delegation

To reinforce the assurance cascading process, in an annex to each declaration of assurance signed by (S)DAOs, the (S)DAOs are required to report/account for the use of their respective budgetary powers and issue a special declaration at the end of the year to confirm their compliance with the charter. This process enables the direct follow-up of the use of delegated and/or sub-delegated budgetary powers. The model for the 2014 end of year declaration of assurance in cascade is provided in Annex 6

Procurement management

In 2014, 28 procurement procedures were launched (29 in 2013) of which the majority led to the signature of a contract (86%) and were initially planned in the annual procurement plan (83%). Overall, ETF issued and signed 26 new contracts in 2014. End December 2014, ETF was managing 95 contracts in force, and was part of 38 inter-institutional contracts.

Since early 2014, ETF has been leading an inter-agency working group on inter-institutional and inter-agency procurement that was set up in response to the Common Approach. The objective of the group is to optimising the whole process and maximising use of joint procurement by Agencies by establishing two procedures:

- a procedure on inter-institutional tenders to be followed by the Commission services.
- a procedure on inter-agencies tenders to be followed by the agencies.

The first procedure has been adopted by the Commission and published on Budgweb and the second procedure has recently been endorsed by the network of agencies.

Fraud prevention and detection

The ETF has developed its anti-fraud strategy as foreseen in the Commission's overall anti-fraud strategy¹². The objective of the ETF strategy is to assess the existing anti-fraud measures in place that enhance the prevention and detection of fraud within the ETF and to identify the residual areas of intervention needed to strengthen the ETF anti-fraud framework. This overall approach contributes to develop and implement an anti-fraud culture within the organisation. The strategy has been elaborated taking into due consideration the principles of proportionality and cost-effectiveness of controls. In principle, the controls aimed at preventing and detecting fraud are not unlike those intended to ensure the legality and regularity of the transactions. An action plan to strengthen the ETF anti-fraud framework will be fully implemented by end of 2015. During the reporting year no cases were transmitted to OLAF.

Data Protection

The year 2014 represented in the data protection area, a maintenance year. The achieved 100% compliance for notifications issued ex art 25 Regulation 45/2001, has been maintained. All notifications have been revised and as needed, updated.

¹¹ ETF/12/DEC/003

¹² COM(2011) 376 24.06.2011 ETF/14/DEC/012

2.2. Assessment of audit results and follow up of audit recommendations

This section reports and assesses the observations and conclusions reported by auditors which could have a material impact on the achievement of the internal control objectives, and therefore on assurance, together with any management measures taken in response to the audit recommendations. The ETF is audited by both internal and external independent auditors: its internal audit is the Commission internal audit service (IAS) and the European Court of Auditors (ECA).

The ETF has never received any critical recommendations from controlling bodies. 2014 was no exception and no critical recommendations were issued.

European Court of Auditors

The second visits of the European Court of Auditors to the ETF for the financial year 2013 took place on 7-11 April 2014. In its final report for the financial year 2013, the Court issued a positive opinion on the reliability of the agency's financial statements and the legality and regularity of the underlying transactions. The Court made one comment concerning the ETF accounts at a single bank with a low credit rating. To address the issue in 2014 ETF participated in a joint procurement procedure for banking services launched by the European Commission which will be concluded early 2015.

The first audit for the financial year 2014 took place on 20-24 October 2014 and was carried out by the Court of Auditors (ECA). From this financial audit onwards, new arrangements for the annual agency audit will apply under Art. 208 of the new FR in connection with Art. 107 new FFR for Agencies, and therefore the second audit on the ETF accounts for the year ending 31/12/2014 will be finalised by private auditors in the first half of March 2015. The audit company was contracted under the competing inter-institutional framework contract for audits and controls, based on technical specifications agreed between the Court of Auditors and DG BUDG.

As of 31 December 2014 there were no open actions from ECA audits.

IAS audits

The IAS did not carry out has not carried out an audit in 2014. During the year the ETF addressed the one outstanding 'very important recommendation' relating to the formal appointment of selection panels in procurement dating from the IAS audit in 2013. The evidence was provided to the IAS for its annual review in 2014.

Results of the ETF 2014 ex-post audit programme

In addition to the audit carried out by institutional bodies, in 2014 the ETF commissioned two ex post audit engagements through the inter-institutional framework contracts of DG Budget for audits¹³.framework contracts with external audit companies. The two assignments and related conclusions were the following:

3. Ex post Financial and performance audit of Skills for future: supporting the development of a comprehensive HRD strategic vision in candidate countries and potential candidate's countries (FRAME).

The final report on ex post financial audit concluded with the following unqualified opinion:

- "The expenses included in the transaction listing, reflecting Project expenditure incurred between 9 May 2013 and 26 January 2015, have been properly documented and duly authorised; and

¹³ BUDG/11/PO/03 and BUDG/10/PO/01

- The Project Funds received by the ETF have been used for their intended purpose within the scope of the Project, in accordance with the ETF regulatory framework and the principles of sound financial management.”

The overall conclusion of the performance audit is that “the ETF has successfully used the funds received to deliver the intended outcomes of the FRAME Project in accordance with the principles of economy, efficiency and effectiveness.” In particular auditors “consider that in these two areas of procurement and contract management, the ETF has performed in a way likely to support optimum economy and value for money from Project resources, and hence that these practices should be generalised as far as possible across other ETF projects”.

4. Ex post Financial and performance audit of Governance for employability in the Mediterranean (GEMM). The assignment will be concluded in the first half of 2015.

Based on the above, the positive results of audits carried out in 2014 confirm the positive trends of audits results over the last 6 years in the ETF and they are strong indicators of ETF performance that support managements' assurance on the achievement of the internal control objectives¹⁴.

¹⁴ Effectiveness, efficiency and economy of operations; reliability of reporting; safeguarding of assets and information; prevention, detection, correction and follow-up of fraud and irregularities; and adequate management of the risks relating to the legality and regularity of the underlying transactions, taking into account the multiannual character of programmes as well as the nature of the payments (FR Art 30).

3. ASSESSMENT OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEMS

Since 2004, in line with the requirements of the Financial Regulation, the ETF has adopted and has made significant progress towards achieving full compliance to the requirements of its internal control standards (ICS) framework. In 2009, the ETF Governing Board adopted the revised 16 standards for effective management. The ETF ICS are based on international good practice, aimed to ensure the achievement of policy and operational objectives and covering the entire management process, from defining objectives to delivering results.

The ETF has put in place the organisational structure and the internal control systems suited to the achievement of the policy and control objectives, in accordance with the standards and having due regard to the risks associated with the environment in which it operates.

The ETF internal control standards framework provides quality standards for efficiency and effectiveness of operations while ensuring accountability. ETF performance management is underpinned by effective risk management and internal controls which support the organisation in taking corrective actions to meet the defined standards.

The following section provides an assessment of each of the main elements aimed to contribute to the overall assessment of the effectiveness of ETF internal a control system in addition to the control processes and systems described in section 2 for the management of resources. These elements are:

Results of Internal transactional ex-post controls exercise

As from 2011, ETF has introduced ex-post controls on financial transactions with a risk-based sampling of commitments and payments.

Early 2015 the exercise has been carried out by external auditors with the aim of reviewing and improving the ETF methodology and to provide a reasonable assurance on the legality and regularity of its 2014 financial transactions. In the audit opinion, the outcome of the 2014 ex-post controls confirms that:

- The expenses included in the payment transaction listing mentioned above, reflecting expenditure incurred between 1 January and 31 December 2014 through light workflow for low risk transactions, have been properly documented and duly authorised;
- The funds were disbursed in accordance with the ETF regulatory framework and the principles of sound financial management; and
- ETF has set up and ensured the functioning in all material respects an effective and efficient control system surrounding budgetary commitments level 2 on level 1.

Results of risk management process

The 2014 risk management process was well embedded into ETF activities at different levels feeding into the improvement cycle in ETF operations and overall performance as follows:

1. at project / activity level: risks encountered during the implementation of ETF projects/activities were reported and followed up through the dashboard monitoring software system;
2. at operational level: departmental / unit risk registers were updated twice during the year and they fed into the annual macro self-risk assessment carried out by the management during the planning process; and

3. at macro corporate level, the annual management risk self-assessment led to establishment of an ETF risk register 2015 during the planning of the Work Programme 2015. This exercise included the review of the state of play of the Risk Register 2014 and the related action plan (Annex 13);

The above approach to risk management in the ETF enables a comprehensive and consistent control over the potential risks which may impact the achievement of the organisational objectives at strategic, organisational and operational levels.

Due to the ongoing instability in some ETF partner countries, monitoring the particular situation in partner countries with an associated risk is very important. The ETF needs to be prepared in case the perceived level of risk changes in a given country.

Overall the risk management exercise 2014 shows that the risk profile of the organisation is medium/ low. To date, the ETF has not identified any critical or high level risks.

Analysis of registered exceptions / and or control weaknesses

The functioning of the internal control systems has been closely monitored throughout the year by the systematic registration of exceptions and internal control weaknesses. The underlying causes behind these exceptions and weaknesses have been analysed and corrective and alternative mitigating controls have been implemented when necessary.

The ETF has a procedure for registering exceptions in place since 2005. Its overall objective is to establish appropriate arrangements to ensure that the ETF Director and management register any exceptional circumstances of significant instances of overriding controls or/and internal control weaknesses or / and deviations from the established ETF regulatory framework.

There were nine exceptions registered in 2014. The total financial value of registered exceptions is €109,819.14 which represents 0.5% of the total executed budget of €20,158,053 (five exceptions were registered in 2013 with a financial value representing 0.6% of the total budget 2013). According to the relevant ETF procedures¹⁶ and policy¹⁵ all the nine exceptions/ non-compliance events registered are below the materiality value of 50,000 which would require to be precisely reported and below the materiality criteria of 2% of the total budget which would qualify the exception/control weaknesses/ non-compliance as reservation (see section 4.)

No significant or material weaknesses of the ETF internal control system became evident in 2014 and the controls in place worked as intended. This is another performance indicator demonstrating good compliance and sound management of ETF resources in 2014.

Progress in management of processes

Process management¹⁶ forms an integrated part of the ETF Performance Management Framework (PMF) and control system. Since 2007 ETF has documented its main processes/procedures and it is regularly reviewing and improving them to ensure an effective, cost-efficient and coherent deployment of ETF's key processes, leading to better results.

The ETF key processes (those that are critical for the success of the organisation) are categorised by

1. Management processes: the processes that govern the operation of the ETF; and
2. Core processes: processes that constitute the core business of the ETF.

¹⁵ ETF/11/ DEC/ 001 and ETF/09/DEC/018 issue 2 (Annex 4) ETF Policy on materiality criteria

¹⁶ ETF/13/DEC/005 ETF Process Management Policy

3. Support processes, which support the above operational and management processes.

In particular, at the end of 2014, 58 processes/procedures were in the inventory: many of the processes being under review-finalisation are undergoing changes to adapt them to the final outcomes of ETFs efforts in 2014 to organise operations activities in strategic projects and to the organisational changes that have been decided at the end of 2014.

Management of the ETF Performance Improvement plan

The ETF Performance Improvement Plan (IMP) is a consolidated corporate improvement action plan which includes all recommendations deriving from institutional audits such as the Court of Auditors and the Internal audit Service and from other ex post audits, risk management assessments, management internal controls effectiveness and organisational performance self-assessments and reviews and any other internal assessments organised internally by the ETF. The IMP is centrally managed and monitored and it is reported to ETF management on a quarterly basis. Improvement actions in 2014 concentrated on the finalisation of actions from the ex post audits 2013 in the area of project management, dashboard improvements and mission and experts management processes. No significant delays have been reported during 2014 in the implementation of agreed improvement actions: 90% of actions that were included in 2014 Imp have been completed by the end of the year; 10% of actions have been postponed to 2015 to align them with the 2015 internal reorganisation. This result is a key indicators of ETF organisational efficiency and compliance.

Results of the desk review of internal control system

The annual desk review carried out by the Internal Control Coordinator staff provided a helpful overview of the current state of play of the ETF control system. It confirmed the effort of the organisation to ensure compliance with the ICS requirements and the continuous improvements towards effectiveness and efficiency of the internal control system.

Results of the management self-assessment

In line with its PMF which has been inspired by the Common Assessment Framework (CAF)¹⁷, the 2014 management self-assessment exercise was carried using the CAF self-assessment tool and taking into consideration the outcomes of the above described elements of the ETF control system (the analysis of registered exceptions / and or control weaknesses , of the risk management process, the results of audits 2014 and of the state of play of the ETF Improvement Plan , the outcomes of the ex post transactional controls and the ICS desk review exercise). The CAF 2013 and its self-assessment tool are of particular interest for the ETF PMF as the CAF model looks at the organisation from different angles and at the same time it follows a holistic approach to the analysis of the performance of the organisation. All ETF internal control standards are covered by the CAF criteria.

Overall results of 2014 management self-assessment show important developments compared to 2013 results in particular in those areas and related ICS which were prioritised by the self-assessment 2013. They are: Leadership (ICS 1 Mission and Values; ICS 2 Ethical and Organisational Values; ICS 7 Operational Structure) and People management (ICS 3 Staff Allocation and Mobility; ICS 4 Staff Evaluation and Development) : the recent process to make ETF more strategic, which was initiated by the management in December 2013 and continued in 2014, as outlined in section 2.1, is considered by the ETF Management throughout the full assessment as the most important management process carried out in 2014 aimed at maximising the utilisation of human and financial resources by improving efficiency and effectiveness and thus impacting at the level of most CAF criteria and ICS. The ETF management trusts

¹⁷ CAF 2013: Improving public organisation through self-assessment.

that the new organisation and in particular the Strategic Project approach will reduce fragmentation and provide stronger teams with clearer distribution of roles and responsibilities.

Also in the results areas the exercise shows positive assessment. For example in the area of ETF beneficiaries, the positive assessment is based on consistent good results showed by evaluations, project monitoring and surveys which are regularly undertaken to check the level of satisfaction of direct beneficiaries of ETF work.

Overall results show that the performance of the organisation is prompted by the Plan Do Check Act (PDCA)²⁹ improvement cycle and therefore that the ETF has put in place, at different organisational levels, adequate instruments to manage its performance through quality.

Concerning the overall state of the internal control system, generally the ETF complies with the three assessment criteria for effectiveness; i.e. (a) staff having the required knowledge and skills, (b) systems and procedures designed and implemented to manage the key risks effectively, and (c) no instances of ineffective controls that have exposed the ETF to its key risks.

Further enhancing the effectiveness of the ETF's control arrangements in place, by among others taking into account any control weaknesses reported and exceptions recorded, is an on-going effort in line with the principle of continuous improvement of management procedures. The detailed outcomes of the self-assessment are provided in Annex 11.

In conclusion, in 2014 the annual review of internal control system and organisational performance provided reasonable assurance to the ETF management on the level of compliance with all internal controls, on the correct functioning of the systems in place and on the organisational performance.

The review highlighted the main strengths and the potential weaknesses of the systems in place and it supported the establishment of an improvement action planning.

4. MANAGEMENT ASSURANCE

This section reviews the assessment of the elements reported in Parts 2 and 3 and draw conclusions supporting of the declaration of assurance and namely, whether it should be qualified with reservations.

4.1 Review of the elements supporting assurance

The information reported in Parts 1 and 2 stems from the results of management and auditor monitoring contained in the reports listed. These reports result from a systematic analysis of the evidence available. This approach provides sufficient guarantees as to the completeness and reliability of the information reported and results in a complete coverage of the budget delegated to the ETF.

The declaration of assurance of the ETF Authorising Officer in the Annual Activity Report 2013 did not contain any reservations.

4.2 Overall conclusion on assurance and reservations

Based on the criteria established by the ETF policy to define the materiality criteria for the ETF Director to base her decision as to whether a reservation should be included in the annual declaration of assurance in the context of annual activity reporting, **the ETF has no reservations to report for 2014.**

4.3 Declaration of Assurance

I, the undersigned, Madlen SERBAN, Director of the European Training Foundation in my capacity as Authorising Officer,

- declare that the information contained in this Annual Activity Report 2014 gives a true and fair view¹⁸,
- state that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on my own judgement and on the information at my disposal as reported in this report, among others:

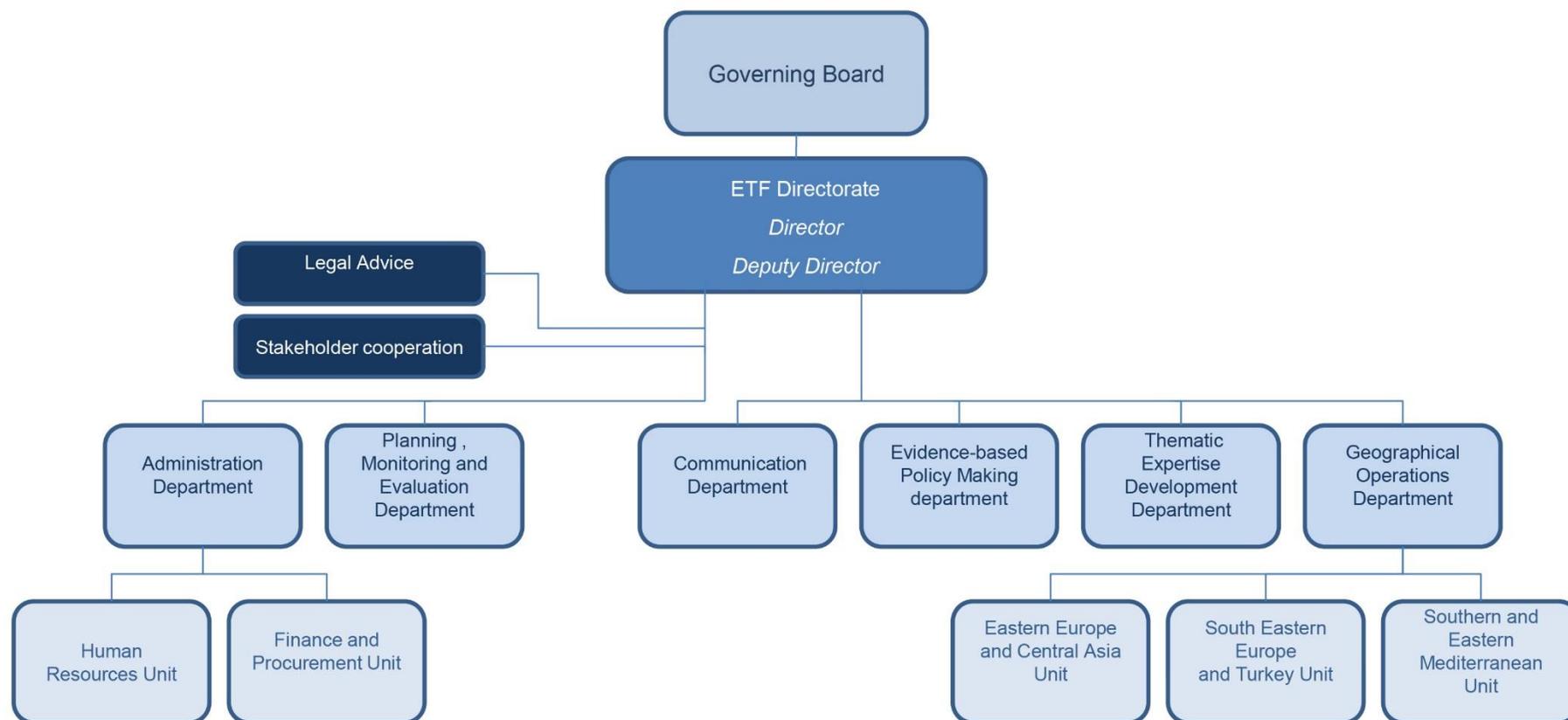
- the end of year declaration of assurance issued by (Sub) Delegated Authorising Officers based on the knowledge gained from daily operation and management supervision activities;
- the results of the annual review and management self-assessment of the internal control system and organisational performance;
- the results of the internal transactional ex post exercise;
- the progress and follow-up of risk management activities;
- the results and follow-up of ex-post audits and controls;
- the results of ex-post evaluations and the monitoring activities of ETF activities;
- the recommendations of the Internal Audit Service, the accompanying action plans and their follow-up; and
- the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the institution.


Place.....*Turin*..... date.....*25/06/15*.....

¹⁸ True and fair in this context means a reliable, complete and correct view on the state of affairs in the institution.

ANNEX 1 ETF ORGANISATION STRUCTURE 2014



On 21 November 2014, the Governing Board approved a new organisational structure that will enter into force on 1 January 2015.

ANNEX 2: HUMAN RESOURCES

a) Establishment plan - temporary agents

FUNCTION GROUP	GRADE	Establishment Plan 2014	TAs in Post on 31/12/2014
AD	16		
	15		
	14	1	1
	13	4	
	12	10	10
	11	8	8
	10	4	5
	9	12	13
	8	8	5
	7	14	15
	6		1
	5		1
Sub-total Function Group AD		61	59
AST	11		
	10	3	2
	9	8	7
	8	6	5
	7	4	4
	6	4	4
	5	5	3
	4	2	3
	3	1	5
	2		
	1		
Sub-total Function Group AST		33	33
TOTAL TA posts		94	92

b) Contract agents

Function group	Posts filled as of 31/12/2014
FGII	11
FGIII	21
FGIV	7
Total	39

c) Local agents

Function group	Posts filled in as of 31/12/2014
ALN2	2
Total	2

d) ETF staffing by nationality

Nationality	Total	%
Austria	2	2%
Belgium	8	6%
Bulgaria	2	2%
Cyprus	1	1%
Czech Republic	2	2%
Germany	6	5%
Denmark	2	2%
Spain	7	5%
Estonia	2	2%
Greece	2	2%
France	5	4%
Finland	3	2%
Former Yugoslav Republic of Macedonia	1	1%
Hungary	1	1%
Italy	51	38%
Ireland	3	2%
Luxembourg	1	1%
Latvia	1	1%
Morocco	1	1%
Netherlands	6	5%
Portugal	1	1%
Poland	2	2%
Romania	7	5%
Sweden	2	2%
Tunisia	1	1%
Turkey	1	1%
UK	11	8%
Ukraine	1	1%
Total	133	100%

e) ETF staffing by gender (TA, CA, LA)

TA, CA, LA	F	M	Total
AD associated level	39	27	66
AST associated level	54	13	67
Total	93	40	133

Managerial positions	F	M	Total
Middle Managers	3	1	4
Senior Managers	2	5	7
Total	5	6	11

f) ETF staffing by function

JD Function	CA	LA	TA	Total
Assistant	8	2	1	11
Senior Assistant	13		5	18
Professional	18		16	34
Senior Professional			9	9
Expert - Junior Specialist			2	2
Expert - Senior Specialist			18	18
Expert - Specialist			25	25
Coordinator			5	5
Middle Manager			4	4
Senior Manager			7	7
Total	39	2	92	133

In accordance with Article 38.1 c) of its Financial Regulation, in 2014 the ETF carried out a job screening exercise in line with the methodology received from the Commission.

g) Results of the screening exercise

Job Type (sub)category	2013 (%)*	2014 (%) Only ETF Statutory Staff	2014 (%) ETF Statutory Staff + other support (interim etc.)
Administrative support and Coordination		22.18%	24.25%
<i>Administrative support</i>		15.68%	17.92%
<i>Coordination</i>		6.50%	6.33%
Operational		61.65%	60.21%
<i>Top Level Operational Coordination</i>		3.76%	3.53%
<i>Programme Management & Implementation</i>		46.99%	45.94%
<i>Evaluation & Impact Assessment</i>		3.38%	3.32%
<i>General Operational</i>		7.52%	7.42%
Neutral		16.16%	15.55%
<i>Finance/Control</i>		15.41%	14.84%
<i>Linguistics</i>		0.75%	0.71%

ANNEX 3: DRAFT ANNUAL ACCOUNTS AND FINANCIAL REPORTS

a.	Balance sheet	31/12/2014	31/12/2013
	Intangible fixed assets	2,073,042.58	2,316,341.59
	Tangible fixed assets	308,771.00	279,688.00
	Stocks	3,558.95	2,424.37
	Current assets - Short term pre-financing	855,892.33	926,212.28
	Current assets - Short term receivables	5,546,424.07	147,071.48
	Cash account	1,831,173.66	7,510,584.77
		10,618,862.59	11,182,322.49
	Capital	1,933,990.42	1,913,677.11
	Accounts payable	8,684,872.17	9,268,645.38
		10,618,862.59	11,182,322.49
b.	Economic outturn account	31/12/2014	31/12/2013
	Operating revenue	21,611,841.09	20,560,155.54
	Administrative and operational expenses	-21,590,166.26	-19,453,623.84
	Non operational activities	-1,361.52	-881.56
	Outturn for the year	20,313.31	1,105,650.14
c.	Statement of changes in capital	31/12/2014	31/12/2013
	Economic result of the year 2014	20,313.31	1,105,650.14
d.	Statement of cash flow	31/12/2014	31/12/2013
	Cash at beginning of the year	7,510,584.77	1,108,937.56
	Decrease in cash	-5,679,411.11	6,401,647.21
	Cash at end of the year	1,831,173.66	7,510,584.77
e.	Budget outturn	31/12/2014	31/12/2013
	Revenues	21,386,012.01	22,004,048.99
	Expenditures	-22,567,964.59	-22,006,982.50
	Outturn for the year	-1,181,952.58	-2,933.51
	Adjustment for carry forward from previous years	81,496.96	75,354.86
	Appropriations carried forward and cancelled	1,292,752.88	125,795.46
	Exchange gains/losses	-4,103.79	17.35
	Balance for the financial year	188,193.47	198,234.16
	Balance carried over from previous year	198,234.16	125,368.66
	Amount reimbursed to the EC	-198,234.16	-125,368.66
	Total amount to be reimbursed to EC	188,193.47	198,234.16

ANNEX 4: MATERIALITY CRITERIA

ETF Policy on Materiality criteria to establish reservations in the annual declaration of assurance of ETF director in the Annual Activity Report (ETF/09/DEC/018 issue 2)



DIRECTOR'S DECISION

NUMBER	ETF/2009/DEC/018 Issue 2	
SUBJECT	ETF Policy on Materiality Criteria	
<i>Issues</i>	<i>Summary of issue</i>	<i>Date</i>
1	Original decision	3 November 2009
2	Modifications: revised ETF Policy on Materiality Criteria	3 February 2012

The Director of the European Training Foundation,

Having regard to

Article 40 of ETF Financial Regulation,
"The authorising officer shall report to the Governing Board on the performance of his duties in the form of an annual activity report, together with financial and management information confirming that the information contained in the report presents a true and fair view except as otherwise specified in any reservations related to defined area of revenue and expenditure."; and

ICS no. 8 'Processes and procedures' of the revised 16 ETF Internal Control Standards adopted by the GB in March 2009 (GB/09/DEC/004) and in particular the ETF procedure on register of exceptions (ETF/2011/DEC/001)

Considering

The EC guidelines for annual activity reporting¹ which state that only material reservations can be used to qualify the annual declaration and even in case no reservation is issued, the Annual Activity Report should explain the materiality criteria considers applicable to their operations.

Has adopted the following decision

1. Scope

The aim of this policy is to define the materiality criteria for the ETF Director to base his/her decision where a reservation should be included in the annual declaration of assurance in the context of annual activity reporting.

¹ Standing Instructions for Annual Activity Reports 2010, SEC (2010)1333 and EC Communication COM (2003)28 of 21 January 2003.

2. The concept of materiality

The concept of materiality provides the ETF Authorising Officer with a sound basis for determining **significant deficiencies** that should be subject to a formal reservation to his/her annual declaration. Deciding whether a deficiency is significant is a matter of judgment by the Authorising Officer, who remains responsible for the declaration of assurance, including any reservations to it. In doing so, he/she should identify the overall impact of a deficiency and judge whether it is material enough so that the non-disclosure of the deficiency is likely to have an influence on the decisions or conclusions of the users of the declaration.

In order to ensure coherence with those criteria commonly followed within the EC and to avoid the risk that the reservations included in the ETF Annual Activity Report would not be understood or interpreted in a correct manner by readers of the report, the ETF applies the same common approaches of the EC as regards the assessment and quantification of significant deficiencies and materiality thresholds.

2.1. Types of significant deficiencies

In the ETF, deficiencies leading to formal reservations which fall within the scope of the declaration of assurance, should **relate to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions**.

The following provides a non-exhaustive list of types of possible deficiencies to be considered in this context:

- *Significant occurrence of errors in the underlying transactions* (legality and regularity) detected during the controls or supervision exercises. Different parameters can be considered, such as the frequency of errors and the financial impact of these errors etc.
- *Significant control system weaknesses*. Controls can also detect major system weaknesses for which the financial impact as such is not easy to calculate but which indicate weaknesses as to the design and the effectiveness of the control systems.
- *Insufficient audit coverage and/or inadequate information from internal control systems*. These include situations where the ETF may not be aware of specific control weaknesses, because it has not performed enough controls in that area to support a definitive conclusion and it does not have compensating evidence from other sources.
- *Critical issues outlined by the European Court of Auditors, the Internal Audit Service and OLAF*. These issues may relate to significant occurrence of errors, weaknesses in the control systems or insufficient audit coverage or inadequate information from internal control system. In these cases, consideration should also be given to alternative sources of evidence (e.g. the management's own information).
- *Significant reputational events*. Reputational events having a significant impact on the declaration of assurance i.e. the use of resources, sound financial management and the legality and regularity of underlying transactions.

Deciding whether something is material involves making a judgment in both **qualitative and quantitative terms**.

2.2. Qualitative assessment

In qualitative terms, when assessing the significance of any deficiencies, the ETF should take into account the following factors:

- The nature and scope the deficiency;
- The duration of the deficiency;
- The existence of compensatory measures (mitigating controls which reduce the impact of the deficiency); and
- The existence of effective remedial actions to correct the deficiencies (action plans and financial corrections) which have had a measurable impact.

2.3. Quantitative assessment

In order to make a judgement on the significance of a deficiency, **it is essential to quantify the potential financial impact**. This entails quantify the monetary value of the identified problem and/or the amount considered erroneous and/or the amount considered at risk in monetary terms.

The ETF standard quantitative materiality threshold is 2% of its overall annual budget. This means that when a detected deficiency has an exposure risk value representing 2% (or more) of the ETF total annual budget ("at risk"/"exposure") a reservation should always be reported in the annual declaration of ETF Director.

For each reservation in its ETF Annual Activity Report, the ETF should report the precise nature of the reservation, explain the cause and quantify the extent of the significance of the reservation in budgetary terms and in terms of impact on the assurance declaration. The ETF Annual Activity Report should also set out the corrective measures put in place by the ETF to mitigate, manage and correct the deficiency as far as possible.

3. Final provisions

The provisions of this policy are subject to regular review every two years.

4. Entry into force and application

This decision repeals and replaces Director Decision ETF/09/DEC/018 (issue 1) and enters into force on the date of signature.

Signed in Turin on

03/02/12


Madlen Serban
Director

ANNEX 5: STAKEHOLDER COOPERATION

The general objective of cooperation with stakeholders¹⁹ was defined in the Mid-term Perspective 2014-17 and 2014 specific objectives were included in the work programme. ETF cooperation with its stakeholders in 2014 is described below.

Contribution of the ETF stakeholders to the planning process

In 2014, in accordance with the ETF corporate planning policy, consultation with the stakeholders continued to be a key part of the process, being undertaken as a two-way process, assisting in informing and managing stakeholder expectations. The consultation process commenced during the 1st quarter of 2014 with the discussions on the first draft of the work programme and concluded during the 4th quarter of the year with the approval of the work programme by the ETF Governing Board in its meeting of 22 November.

The following consultations were organised in 2014:

Consultation with the ETF stakeholders in 2014	
Consultation with key primary stakeholders	Structured dialogue with the Commission services organised twice a year, at the initiative of and led by the Commission (DG EAC) (meetings on 10 April 2014 and 7 October 2014).
	Coordination meetings with Commission services with DG EAC directorates and ETF (20 January 2014) and between DG EAC, ETF and Cedefop (22 January 2014). Coordination meeting for the preparation of the work programme was held with DG EAC, DG ELARG and DG DEVCO (5 March 2014).
	Governing Board working group meetings. In 2014, the following Governing Board working groups were organised i) the 2013 Annual Activity Report Analysis and Assessment of the 2013 ETF Annual Activity Report and draft 2014 Work Programme (meeting in Brussels on 9 April), and ii) the 2015 Work Programme and draft budget (meeting in Brussels on 7 October).
	Dialogue with the EU bodies. ETF informed the members of the Euro-Mediterranean Regional and Local Assembly (ARLEM) during their Fifth Plenary Session, 23-24 February 2014, Tangiers (Morocco) on the planned 2014 ETF actions in the region, making also reference to the ETF project in the Tanger region. The ETF agreed with the Conference of the Regional and Local Authorities for the Eastern Partnership (CORLEAP) a series of actions that were jointly promoted in 2014.
	Dialogue with the EU agencies. Under the coordination of the European Commission (DG EAC), ETF and CEDEFOP agreed their Joint Annual work plan (part of the 2014 ETF work programme), ETF and Eurofound joint actions for 2014 (Annual Action Plan was part of the 2014 ETF Work Programme).
Consultation with secondary stakeholders	Dialogue with the international organisations, members of the Inter-Agency working group on TVET. On 23-24 April (Brussels) and on 18 November (Turin) the ETF took the opportunity to share with the international organisations members of the working group, UNESCO (chair), ILO, World Bank, OECD, the main policy lines and interventions, looking for possibilities of cooperation or coordination at regional and partner countries level.
	Dialogue with regional organisations. The ETF and the RCC20 Secretariat approved the joint annual action plan, looking for contribution to the achievement of the SEE 2020 Strategy objectives. The ETF and the Union for the Mediterranean Secretariat agreed on a series of actions to which both institutions to contribute in 2014.
	Dialogue with EU member states relevant actors. Several meetings and discussions were carried out with relevant institutions from the Member States aiming to agree on the joint actions to be developed in 2014. Arrangements were made with the British Council (annual joint action plan), GIZ (joint follow up actions), BIBB, AFD (joint event in Lebanon), Estonian Ministry of Education through the Governing Board member (for supporting the ETF activities in Kyrgyzstan), and the Austrian Federal Ministry of Education and Women Affairs (for the peer learning event for Israel stakeholders).

¹⁹ ETF distinct its stakeholders in two categories: *Key Primary stakeholders* – are those which ensure the governance of ETF which include: EU institutions: European Commission through its services, Council of the European Union, European Parliament, European Court of Auditors, other EU bodies, EU member states and partner countries relevant institutions; *Secondary stakeholders* are those that through their activities are ensuring complementarity to the ETF actions being composed by: international organisations, Regional/geographic organisations, International development banks, platforms, networks, NGO's, education training providers, etc.

²⁰ RCC- Regional Cooperation Council

Dialogue with associations and networks. ETF continued the dialogue with EGPA to prepare the ETF Policy leaders Forum on Public Management of Education, Training and Employment Policies in the Arab States in the Southern and Eastern Mediterranean, event organised in Turin on 20 November 2014. ETF looked to cooperate with Anna Lindh Foundation especially under the framework provided by the ETF GEMM project in 2014, a cooperation agreement being negotiated in this respect. ETF and NORRAG agreed on the actions of interest for 2014.

ETF participation in the Board of different institutions. Joint activities have been discussed and decided through the participation of the ETF in the meetings of the Consultative Body of the Educational Reform Initiative in the South Eastern Europe (ERI SEE), the South Eastern European Centre for Entrepreneurial Learning (SEECCEL) as well as in the Board meeting of the Marseille Centre for Mediterranean Integration (CMI).

Contribution of the ETF stakeholders to the implementation of the ETF annual work programme

In 2014, ETF stakeholders increased their contribution to the implementation of ETF objectives by i) supporting and developing coordinated actions, and by ii) knowledge sharing.

In 2014, the framework for cooperation with three organisations was enhanced, the ETF negotiated and extended or concluded cooperation agreements with:

- Regional Cooperation Council Secretariat (extending the validity by three years 2015-17)
- European Group for Public Administration (EGPA) (extending the validity by three years 2015-17)
- Anna Lindh Foundation (2015-18)

Coordinated actions

In accordance with its mandate, the ETF “disseminates information and encourages networking and the exchange of experience and good practice between the EU and partner countries and amongst partner countries in human capital development issues”. In order to fulfil this function the ETF sent the Governing Board members a questionnaire aiming to map good practice, examples and experiences that could be shared with partner countries. The information provided was used to prepare several actions developed by the ETF at partner country and regional levels.

In 2014, the ETF also promoted actions aiming at coordination with different actors active in the partner countries in the area of human capital development through the following activities:

- The fourth meeting of the donors active in Vocational Education and Training in Southern and Eastern Mediterranean was organised in Turin, on 20-21 October 2014 focusing on work-based learning. The discussions were structured in five sessions, dealing with: a) policies and initiatives in work-based learning in the Southern and Eastern Mediterranean; b) Improving the quality of work-based learning. Learning from both success stories and failures in the Southern and Eastern Mediterranean; c) Improving access to apprenticeship and internship; d) The role of teachers and trainers; e) Better balancing school-based and work-based learning in TVET. The participants agreed to continue meeting in this format also in 2015 remaining to focus the debates on work based learning aspects.
- On 13 October 2014, the ETF and GIZ organised a coordination meeting in Bonn to approach issues related to cooperation and coordination between the ETF and GIZ when working in partner countries. The ETF and GIZ jointly discussed possible ways towards a more coherent approach which will lead to an increased partner benefit of coordinated interventions;
- On 17 September, the ETF together with DG DEVCO acted as observers during the coordination meeting of AFD-BTC-GIZ-LUX Dev organised on 17 Sept. in Paris. The ETF and DG DEVCO were invited as observers.

Sharing knowledge, good practice and experience by enhancing the participation of stakeholders in ETF activities and the ETF contribution to stakeholder actions

In 2014, the number of stakeholder representatives contributing to ETF events or projects increased compared to previous years. The main activities were linked to:

- Sharing knowledge and expertise through the participation of the Governing Board members and national experts in the ETF activities at country, regional and corporate level;
- Organising joint activities such as study visits/peer learning activities joint workshops, etc. The ETF in cooperation with EU institutions and the EU Member States co-organised study visits/peer learning activities for the partner country representatives, aiming to present experiences and to provide relevant expertise on chosen topics.
- Sharing knowledge and expertise by contributing to actions organised by Member States or international organisations active in ETF the partner countries.

Contribution of the ETF stakeholders to the 2014 ETF work programme

2014 POLICY ANALYSIS AND THEMATIC DEVELOPMENTS		
POLICY ANALYSIS	Cooperation with the key primary stakeholders –EU institutions	<p>DG EAC participated and contributed to the preparatory ACVT/DGVT workshop with the candidate countries organised by ETF on 21 May 2014 in Turin;</p> <p>During the ACVT meeting on 3 June 2014, the ETF presented the results collected in the context of the 2015 VET review;</p> <p>DG EAC and DG ELARG addressed the audience during the High level Conference organised by ETF in Tirana, 6 October 2014</p>
	Contribution of the EU member States relevant institutions to the ETF activities	<p>The ETF under the FRAME programme organised a peer learning event on “How to improve evidence-based approaches to policy development in the area of skills and human resources development”, 28-29 October 2014, Bucharest, Romania;</p> <p>The Governing Board member from Austria and the expert nominated by Denmark peer reviewed the Torino Process report produced by the Israel authorities and contributed to the validation meeting organised in Israel on 19 October 2014.</p> <p>GIZ, AFD, British Council, Belgian Technical Cooperation offices were invited and contributed during the Torino Process dissemination events organised in the ETF partner countries.</p>
	Contributions of the secondary stakeholders to the ETF activities	<p>OECD- PIIAC. Knowledge share event hosted by the ETF on 28 January 2014, in Turin on the PIIAC outcomes and possible cooperation.</p>
	ETF contributions in stakeholders activities through knowledge sharing	<p>ETF contributed to the OECD-PIIAC meeting, 20-21 March 2014, Paris by presenting its Torino Process exercise and on 28 August 2014 in Croatia to the regional meeting.</p> <p>ETF was invited among the key speakers during the Israel-OECD Conference “Skills beyond school in Israel”, 20 October 2014, Tel-Aviv.</p>

QUALIFICATIONS AND QUALIFICATIONS SYSTEMS	Cooperation with the key primary stakeholders –EU institutions	<p>DG EAC, DG ELARG, DG DEVCO, DG EMPL contributed to the ETF conference on qualifications framework, 8-9 April, Brussels.</p> <p>ETF participated in the panel discussion of the EASQ conference organised by DG EAC under the framework of the conference “Towards a European Area of Skills and Qualifications”, 17 June 2014.</p> <p>On 18 November, following an invitation from DG EAC, ETF gave a presentation on international QF developments for the NCP network</p>
	Contribution of the EU member States relevant institutions to the ETF activities	<p>The Spanish Ministry of Education, Culture and Sport hosted a peer learning event organised under the framework of the ETF Qualifications for the Mediterranean – regional project on 19-21 May 2014 in Madrid;</p> <p>Three experts from France, Belgium and Ireland members of the EU EQF working group have contributed to the ETF workshop on qualifications organised in in Rabat, 23-24 October 2014.</p> <p>In Albania ETF launched another multi-annual initiative that aims to contribute to the further development of the Albanian Qualifications Framework (AQF) and strengthen the cooperation with GIZ building on its VET development work in the north-eastern region.</p> <p>In Palestine, ETF and GIZ are implementing a joint qualification project.</p>
	Contributions of the secondary stakeholders to the ETF activities	<p>ETF, Cedefop and UIL cooperated in 2014 to develop the Global Inventory on the developments in the area of qualifications frameworks.</p>
	ETF contributions to stakeholders activities through knowledge sharing	



VET GOVERNANCE	Cooperation with the key primary stakeholders –EU institutions	<p>Committee of the Regions and European Economic and Social Committee are members of the ETF Entrepreneurial Committee advisory board and its representative attended the meetings of the board and the conference organised by the ETF in November.</p> <p>DG EAC and DG DEVCO contributed to the ETF GEMM multilevel governance in education and training conference, 4-5 March 2014.</p> <p>ETF participated, on 27 November, in a seminar organised by DG DEVCO on “Financing VET: main issues for an effective policy in development cooperation” and was a key speaker on “Key challenges at stake in PCs regarding VET financing</p> <p>The Committee of the Regions organised a conference on ‘Governing a multilevel Europe’ on 2 December in Brussels, and provided the opportunity to ETF to speak about the importance of MLG in support of HCD and VET, the need for budget synergies for the financing of VET policies and the current developments of ETF’s Entrepreneurial Communities project with PCs.</p>
	Contribution of the EU member States relevant institutions to the ETF activities	<p>Study visit organised for the Tunisian stakeholders in the French region Languedoc Roussillon, Montpellier (France), 21/01/2014 - 25/01/2014. Twenty high level Tunisian officials from central and regional level (Médénine et Gabès) participated in the study tour. This visit is part of the ETF project on governance at regional level which is implemented in Tunisia during 2012-2014;</p>
LEARNING AND TEACHING VET	Cooperation with the key primary stakeholders –EU institutions	<p>ETF participated and made a presentation on continued professional development of teachers and trainers during the DG EAC organised Third ministerial meeting of the Western Balkans Platform on education and training, 19-20 June 2014.</p> <p>DG EAC and DG DEVCO participated as speakers in the meeting “Work Based Learning – Meeting on Donor Cooperation in the Southern Mediterranean Region” on 20 and 21 October and presented the European Alliance for Apprenticeships and the Quality Framework for Traineeships</p> <p>ETF was invited by the EMPL Committee, together with the 3 other “EMPL” agencies, to give a presentation to the Committee on its role, mandate and activities, with focus on “supporting skills and learning for work”, on 4 November.</p>
	Contribution of the EU member States relevant institutions to the ETF activities	<p>The Austria Federal Ministry of Education and Women Affairs in cooperation with the ETF organised a study visit for a delegation of Israeli stakeholders, on 24-28 November 2014. The main issued followed were work-based learning and teacher training.</p>

		In Palestine, two day workshop (16-17 March), organised by GIZ with financial support from the Swiss Development Co-operation, took place in Ramallah. The ETF presentation focussed on EU policy for VET QA and a training session in the use of the EU tools was facilitated.
VET QUALITY ASSURANCE	Cooperation with the key primary stakeholders –EU institutions	
	Contribution of the EU member States relevant institutions to the ETF activities	The ETF under the framework of the GEMM programme organised a study visit on “Partnerships for quality assurance” in Romania, 14-16 October 2014. The visit aimed to enable participants to learn from the experience of an EU country in developing and strengthening multi-stakeholder partnerships for improving the quality of the national VET system; ETF and GIZ carried out in Albania the “ETF-GIZ VET school baseline study”.
	Contributions of the secondary stakeholders to the ETF activities	
	ETF contributions in stakeholders activities through knowledge sharing	
EMPLOYMENT AND EMPLOYABILITY	Cooperation with the key primary stakeholders –EU institutions	DG EMPL participated in the ETF seminar on “Enhancing integrated approaches in HRD and Employment policies in Turkey”, 5-6 May, Turin; ETF participated to the second meeting of the policy dialogue with Southern Mediterranean countries on higher education, organised by DG EAC on 23-24 June 2014 and made a presentation on employability in Southern Mediterranean region. ETF participated as speaker and facilitator in the Local Administration Facility seminar on social inclusion policies organised by DG ELARG in cooperation with the Committee of the Regions, 30 June-1 July 2014; ETF participated in the seminar organised by the Committee of the Regions on “Fighting Youth Unemployment”, 24 April 2014 by providing expertise and debate facilitation. ETF contribution to the meeting of the WG 5 of the European Economic and Social Committee on social dialogue in Eastern Europe.
	Contribution of the EU member States relevant institutions to the ETF activities	During 2014, four Estonian experts (representatives of VET provider, Ministry of Education, Innove and Kutsekoda) identified by the Estonian Governing Board member took part in actions related to tracer study methodology development and sector council operationalization. The Italian Piedmont Region supported the ETF in organising study visits in Turin for a Turkish delegation of 38 people from the Turkish Ministry of Labour and Ministry of Education aiming to see Practical insights on successful employment and HCD initiatives – focus on the new EU funded youth employment schemes in Piedmont. Joint event ETF-AFD in Lebanon, “Youth employability in Lebanon: the role of vocational education and training and entrepreneurship”, 22-23 September 2014, Beirut

	Contributions of the secondary stakeholders to the ETF activities	<p>The ILO in cooperation with Cedefop and ETF have prepared four guides on forecasting and foresight, on sectoral anticipation, on intermediary agencies and on matching/LMIs. ETF joined the ILO in providing expertise in the seminar on anticipation and matching of skills in Azerbaijan, jointly organized by ILO and ETF, 18-19 February 2014.</p> <p>On 6-7 March 2014 ETF participated to the ETF-Cedefop-ILO 'Validation Seminar on Methodological Guides for Skills Anticipation and Matching' organised in Prague, Czech Republic.</p> <p>ILO, ITC-ILO and ETF organised training on matching and anticipation. The training was sponsored by ILO. The course took place in the week 20-24 October 2014, in Turin.</p> <p>In Kyrgyzstan, under the framework of the G-20 project implemented by the ILO and the assistance provided by the Asian Development Bank, a joint event took place in October 2014 on dissemination of experience, capacity building, and expert discussion on methodology for tracer study.</p>
	ETF contributions in stakeholders activities through knowledge sharing	<p>ETF contributed to the international conference "Keeping Young People in Employment, Education and/or Training: Common challenges - Shared Solutions" (10-11 March 2014), Bucharest, Romania. Four representatives of the ETF attended the meeting as well as 31 representatives from the partner countries from which 10 were financed by the ETF.</p> <p>ETF participation in the OECD-CEDEFOP Green Forum, 14 February 2014. The ETF intervention focused on the role of VET in green skills development</p> <p>ETF contributed to the UNESCO-UNEVOC Global Forum, 14-16 October, Bonn. ETF was given prominent role with two plenary speaking slots, as member of Working Group on Greening TVET and during the concluding plenary on international debate on new approaches to TVET/Youth Unemployment and Sustainable Development.</p> <p>The ETF had an intervention setting the context of the human capital development in the region during the GIZ- event on "European Neighbourhood (South) - Supporting Youth Employment through Vocational Education and Employment Promotion – Insights from the field" Brussels, 21 January 2014. The ETF representative shared the outcomes of the Torino Process as well as the latest developments in the region on VET and employment.</p> <p>ETF contributed to the meeting of the GIZ Regional Network for Sustainable Economic Development in the MENA Region during a regional workshop held in Rabat, 10 and 11 Sept 2014. ETF presented its experience and contributed to the discussion on the innovative approaches towards employment creation.</p>
SKILLS DIMENSION OF MIGRATION AND MOBILITY	Cooperation with the key primary stakeholders –EU institutions	
	Contribution of the EU member States relevant institutions to the ETF activities	
	Contributions of the secondary stakeholders to the ETF activities	Exchange of information with OECD on the cooperation of the EU with third countries in the field of labour migration (EU-funded research). ETF provided information on our migration work and approach to the skills dimension.

	ETF contributions in stakeholders activities through knowledge sharing	<p>ETF has contributed to the X. Migration Summer School course by delivering lecture on "migration, skills utilisation and development"(European University Institute (EUI) Migration Policy Centre, on 1 July 2014 in Florence.</p> <p>ETF has contributed to the Turin International Summer School on migration and human capital, co-organised by the Piedmont Regional Council, University of Turin, ITC-ILO, UNICRI and Torino University campus Luigi Einaudi, by delivering lectures on migration and human capital, on 23-24 September 2014 in Turin</p> <p>ETF has made a contribution to the IOM Workshop on Departure Support Before Migration in Rome on 24-25 September. The preliminary results of the ETF MISMES project have been shared in the workshop.</p> <p>ETF was invited to the EUROMED Migration III Review and Way Forward - Director General Level Conference on fostering a positive approach to migration in the Mediterranean - on 19 December 2014 in Rome</p>
ENTREPRENEURIAL LEARNING AND ENTERPRISE SKILLS	Cooperation with the key primary stakeholders –EU institutions	<p>Presentation of the ETF in the meeting on “Inclusive industrial development in the Euro-Mediterranean region” organised by DG ENTR and Union for Mediterranean on the 2013 assessment of the Euro-Mediterranean Charter for Enterprise/SBA for Europe;</p> <p>Together with DG ENTR and DG DEVCO, ETF organised in the context of the Eastern Partnership Platform, an International Women’s Entrepreneurship Laboratory with focus on “Insights for Innovative Policy and Practice in HCD” addressed to tomorrow’s women entrepreneurs from 25-27 November in Rome</p>
	Contribution of the EU member States relevant institutions to the ETF activities	
	Contributions of the secondary stakeholders to the ETF activities	<p>EBRD made a presentation on the Bank’s experience in “Small business know-how: developing consultancy markets to support SMEs” during the ETF Good Practice in Entrepreneurship and Enterprise Skills- A workshop by ETF Enterprising People, Turin, 21-22 July 2014.</p> <p>Tunisia- the OECD-GIZ-ETF project reviewing entrepreneurial learning in VET. With the support of ETF an inter-institutional working group led by MFPE has been set up to work around the development of a Tunisian model to promote entrepreneurial learning across VET system - and in coordination with higher education and education.</p>
	ETF contributions in stakeholders activities through knowledge sharing	<p>The ETF contributed as a keynote speaker, panellist and chair of one of the session of the British Council event “2014 ETF-British Council Cooperation: regional conference, Istanbul, 12-15 February.. At the invitation of the British Council the ETF representative delivered a keynote speech, chaired a panel and provided inputs for the closing panel on the ETF experience on entrepreneurial learning.</p>



ANNEX 6: 2014 CASCADING DECLARATION OF ASSURANCE BY DELEGATED AUTHORISING OFFICER (DAO)

I, the undersigned,

In my capacity as Delegated Authorising Officer for the period:

1 January 2014 – 31 December 2014

In accordance with Director Decision ETF/12/DEC/002 (issue 3)²¹ and with the ETF Charter of Tasks and Responsibilities of Authorising Officers by Delegation,

State that I have reasonable assurance that:

- the resources assigned to the activities delegated under my responsibility have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions²² including *the provisional nature of operations which might be subject to future clearance of accounts or closure procedures*;
- There have been no known irregularities, problems, existing or potential, involving management or employees who have a significant role in internal control or that could have a material effect on the assurance declaration and that could be subject to a reservation in the Annual Activity Report 2014.²³ **(Delete if not applicable and report in Table 4 of Annex 1 on material/significant reservation and on measures taken or proposed to solve problems identified.)**

This reasonable assurance is based on my own judgement and on the information at my disposal, in particular:

- results of management information gained from daily operations and management supervision activities;
- results of the risk management process and its follow up;
- results of the annual review and management self-assessment of internal control systems and performance management framework²⁴
- results of the ex-post audits and controls and their follow up;
- results of ex post evaluations and their follow up;
- observations of the Internal Audit Service and their follow up; and

²¹ ETF/12/DEC/002 Issue 3: Delegation of Authorising Officers for Budget Implementation 2013

²² Annex 1 contains budget execution rates, exceptions registered and Direct Agreements and issues of material/significant reservation related to the respective DAO.

²³ ETF/09/DEC/018-issue 2 ETF Policy on materiality criteria to establish reservations in AAR.

²⁴ ETF/12/DEC/010 ETF Performance Management Framework

- findings of the Court of Auditors for the years prior to the year of this declaration.

I confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Signature: Date:

Enc. Annex a budget execution rates, registered exceptions, direct agreements and issues of material/significant reservation related to the respective DAO. in 2014.

Annex A

HEAD OF xxx DEPARTMENT

- Table 1: Budget Execution Rates 2014
- Table 2: Exceptions registered in 2014
- Table 3: Direct Agreements above € 15,000 concluded in 2014
- Table 4: Problems that could be subject to reservation in the Annual Activity Report 2014

Table 1: Budget execution rates 2014

A-Commitment consumption rates (C1 and C8²⁵ final budget) for 2014 by Delegated Authorising Officer

B-Payment consumption rates (C1 and C8) for 2014 by Delegated Authorising Officer

	A Commitment (Final Budget)	B Payment (Final Budget)	C In line with achieved outputs, please explain any discrepancies in the budget / changes in 2014
Title 1 C1			
Title 1 C8			
Title 2 C1			
Title 2 C8			
Title 3 C1			
Title 3 C8			

²⁵ C1 relates to 2014 funds; C8 relates to funds carried forward from 2013 to 2014

Table 2: Exceptions registered in 2014

Exception Ref.	Subject	Type of exception	Value (€)
Total Value (€)			

Table 3: Direct Agreements above € 15 000 concluded in 2014

Contract / Order Form N°	Exception Ref.	Contractor Name	Type of purchase	Value (€)
Total Value				

Table 4: Problems that could be subject to reservation in the Annual Activity Report 2014

Identified existing or potential problems/reservation	Measures taken or proposed to solve problems identified	Materiality/Significance

Signature:

Date:

ANNEX 7: 2014 DELEGATIONS OF APPOINTING AUTHORITY

LIST OF POWERS DELEGATED

Authorisation for	Delegated to	Subdelegated to
Annual leave & Flexitime Recuperation	Heads of Unit/Department for staff in their Unit/Department	
Special Leave	Heads of Unit/Department for staff in their Unit/Department ¹	
Sick Leave	Heads of Unit/Department for staff in their Unit/Department ²	
Carry forward of leave in excess of 12 days	Heads of Unit/Department for staff in their Unit/Department for validation of the justification and Head of HR for authorisation	
Compensatory leave	Heads of Unit/Department for staff in their Unit/Department	
Advance on salaries	Head of Administration	
Overtime	Heads of Unit/Department for staff in their Unit/Department ³	
Training requests	Head of HR Unit for validation, (Delegated) Authorising Officer for approval	
Determination of entitlements	Head of HR Unit	
Determination of grade and step	Head of HR Unit	HR Officer(s)
Determination of place of origin	Head of HR Unit	HR Officer(s)
Certification/Attestations	Head of HR Unit	

ANNEX 8: GOVERNING BOARD

In 2014, the ETF Governing Board members met twice in plenary, participated in four written procedures and discussed the strategic documents of the ETF in two meetings of the Board working group.

On 6 June 2014 the ETF Governing Board adopted:

- the 2013 ETF Annual Activity Report and the Analysis and Assessment of the ETF Annual Activity Report 2013;
- the Opinion of the Board on the ETF Annual Financial Accounts 2013; and
- the Amended Budget 2014

On 21 November 2014 the ETF Governing Board discussed and adopted:

- the ETF 2015 Work programme;
- the ETF 2015 Draft budget;
- the ETF provisional draft estimate of revenue and expenditure and underlying general guidelines 2016;
- the second Amended Budget 2014;
- Making the ETF more strategic: revision of the ETF organisational structure ;
- Memorandum proposing to extend the validity of the cooperation agreement between the ETF and IIAS/EGPA by three years 2015-17;
- Memorandum proposing to extend the validity of the cooperation agreement between the ETF and RCC by three years 2015-17 ;
- Draft cooperation agreement between the ETF and the Anna Lindh Euro-Mediterranean Foundation for Dialogue between Cultures

Three written procedures successfully concluded in 2014 addressed the following issues: implementing Rules of the revised Staff Regulations: Commission rules applicable by analogy to ETF from 01/01/2014, amendment to the Annual Procurement Plan 2014 for Title 3 activities, implementing Rules of the revised Staff Regulations: New Commission decision on working time applicable by analogy from 01/06/2014. The written procedure on "Proposal related to the translation of the draft 2013 Annual Activity Report (AAR) and the draft 2013 Analysis and Assessment of the Annual Activity Report" took place between 07/04/2014 to 11/04/2014 and was not successfully concluded, no change to the current practice on the translation of Governing Board documents.

ANNEX 9: PERFORMANCE INFORMATION INCLUDED IN EVALUATIONS

Evaluation of Knowledge Management Innovation in ETF Operations	
ABB activity:	Knowledge Management
Type of evaluation:	Interim Evaluation
Summary of performance related findings and recommendations:	<p>During the last five years the ETF has taken many important steps developing and implementing a KM strategy. An implicit culture of knowledge sharing has been set up and systems, tools and guidelines have been produced and staff trained and advised on KM issues. ETF has diversified approaches to Knowledge Management across ETF and with the partner countries as knowledge developer, knowledge distributor / broker, consultancy provider, training provider, project developer / initiator, network supporter, lobbying party, and cooperation partner.</p> <p>The impact of ETF work in knowledge management, as stated by the stakeholders interviewed during the evaluation is that - ETF partners overall have a very positive opinion on how ETF managed the different services and the added value of these services, as they satisfy their needs in accomplishing personal and organisation goals. Additionally there is a high level of appreciation of the expertise of ETF in the different knowledge areas and in the facilitation of knowledge sharing, (89% assess the expertise as excellent and good).</p> <p>The report concludes with some challenges that have been identified that need further attention while developing a future KMI policy going beyond 2014:</p> <ul style="list-style-type: none"> Bring the storage, retrieval and distribution of information and knowledge in order Better positioning KM in the “new” organisation Embed KM principles organisation-wide <p>Improve the monitoring and evaluation of KM in the future by formulating key performance indicators.</p>
Availability of the report on ETF website:	http://bit.ly/1HLjL5S

Evaluation of Qualifications activities in ETF partner countries

ABB activity:	Qualifications
Type of evaluation:	Interim Evaluation
Summary of performance related findings and recommendations:	<p>In the field of NQFs and reforming qualifications the ETF plays a role in several functions, such as providing information, policy advice, supporting stakeholders, capacity building, and encouraging networking and providing analytical support. When assessed against the objectives set in the Mid-Term Perspective and the ETF annual work programmes, the interventions seem to have achieved their objectives. The evaluation concludes that these functions all seem to provide value to stakeholders in partner countries and they value ETF interventions to a great extent in providing the right expertise at the right time, fitting their needs.</p> <p>During the period under review, 2010–2013, the evaluation found that partner countries showed a considerable level of progress in qualifications related reform. However, the level of progress was related to the stage of development that the country was in: Countries at an initial stage of development continued the discussions on their NQF and show limited tangible progress; Countries at an intermediate stage progressed more steadily and partially reformed their VET qualification systems; Countries at an advanced stage of development showed the highest level of progress towards NQF implementation. When assessed against the objectives set in the Mid-Term Perspective and the ETF annual work programmes, the interventions seem to have achieved their objectives</p> <p>The added value of ETF interventions as seen by stakeholders in the partner countries, is that ETF plays a role as a capacity builder and a policy advisor, having a long-term presence in the partner countries. ETF is perceived by partner country stakeholders to be ‘different’ from other donor organisations and the unique added value contributions are the continuous involvement in partner countries; sourcing appropriate and relevant expertise; and assisting relevant authorities with donor coordination.</p> <p style="text-align: center;">Recommendations for future actions are :</p> <ul style="list-style-type: none"> Provide a country specific intervention logic with a focus on establishing structures and improved evidence-based policy making Make explicit how interventions relate to stated country specific objectives; increasing attention towards follow-up activities and finally; expanding the group of stakeholders (organisations/persons) active in ETF interventions; Take conditions for effective interventions into account. Also, an early focus on establishing structures to progress the NQF development in the country and facilitate more effective interventions; Increase synergy with donor organisations, linking interventions to the stage of development <p>The added value of ETF interventions could be improved if ETF enhances its role in donor coordination.</p>
Availability of the report on ETF website:	http://bit.ly/1OAFJKP

ANNEX 10: MANAGEMENT OF FINANCIAL RESOURCES

Main budget indicators by unit and department:

Department /Unit	Initial Budget	Final Budget	+/-	Comm rate	Comm Rate Target Q1	Comm Rate Target Q2	Comm Rate Target Q3	Comm Rate Target Q4	Paid out of budget (%)	Paid out of Comm(%)	CF from N-1	Paid CF%	% paid on time
SEET	777,800	766,958	-1.4%	99.8%	53%	78%	85%	100%	56.3%	56.4%	345,423	88.1%	75.3%
SEMED	715,600	779,524	8.9%	99.8%	44%	74%	97%	100%	61.1%	61.2%	266,118	85.0%	88.4%
EE	655,100	631,234	-3.6%	99.8%	47%	93%	98%	100%	44.2%	44.3%	267,400	93.9%	76.5%
CA	342,300	355,225	3.8%	99.9%	39%	95%	99%	100%	70.8%	70.8%	202,188	91.2%	82.4%
GEO	2,490,800	2,532,940	1.7%	99.8%	47%	83%	94%	100%	56.8%	56.9%	1,081,128	89.4%	81.7%
EBP	185,000	336,071	81.7%	99.7%	23%	40%	42%	100%	71.6%	71.8%	123,210	96.1%	83.1%
TED	435,600	453,450	4.1%	100.0%	36%	66%	86%	100%	66.8%	66.8%	228,293	89.6%	85.2%
PME	315,000	365,124	15.9%	100.0%	47%	100%	100%	100%	63.9%	63.9%	48,004	93.8%	71.8%
COMM	1,033,600	1,059,305	2.5%	99.9%	78%	78%	78%	100%	86.2%	86.2%	206,334	97.6%	93.0%
AD	14,873,500	14,618,385	-1.7%	99.9%	93%	93%	93%	100%	94.1%	94.2%	731,650	88.9%	72.1%
OPS-Mission	750,000	750,000	0.0%	100.0%	100%	100%	100%	100%	76.0%	76.0%	181,304	85.4%	68.7%
DIR	60,000	42,778	-28.7%	100.0%	56%	56%	56%	100%	85.0%	85.0%	19,027	80.0%	76.4%
ETF Total	20,143,500	20,158,053	0.1%	99.9%	84%	90%	92%	100%	86.8%	86.8%	2,618,949	90.0%	78.8%
GEMM	472,663	1,425,183	201.5%	72.6%					44.5%	61.3%			77.2%
FRAME	788,340	938,555	19.1%	99.6%					90.7%	91.1%			72.2%
Italian Trust Fund	24,682	24,997	1.3%	85%					85%	100%			73.1%

Distribution of the overall ETF costs by region and department

Departments	SEMED	EE	CA	SEET	TED	EBP	GEMM	FRAME	Total
Direct FTE (€)	7.2%	4.3%	2.4%	4.7%	7.9%	4.8%	2.1%	1.4%	34.8%
Direct Budget	3.4%	2.6%	1.5%	3.3%	1.9%	1.5%	4.4%	4.0%	22.6%
Direct Mission	0.8%	0.6%	0.3%	0.5%	0.4%	0.2%	0.1%	0.1%	3.1%
Sub total direct	11.4%	7.5%	4.2%	8.5%	10.3%	6.4%	6.6%	5.5%	60.5%
Indirect FTE	4.5%	2.7%	1.5%	3.0%	5.0%	3.0%	1.3%	0.9%	21.8%
Indirect Budget	2.6%	2.0%	1.1%	2.5%	1.5%	1.1%	3.3%	3.0%	17.0%
Indirect Mission	0.2%	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.7%
Sub total indirect	7.4%	4.9%	2.8%	5.6%	6.7%	4.2%	4.3%	3.6%	39.5%
Total costs	18.8%	12.4%	7.0%	14.1%	17.0%	10.6%	10.9%	9.1%	100.0%

Planned vs actual expenditure against strategic objectives

By Annual Objective 2014	Planned (WP14)		Actual 2014		Actual 2013	
Evidence-based VET policy analysis	59%	11,919,000	42%	8,437,339	63%	12,689,549
Modernisation of the VET system	15%	2,963,000	30%	6,100,477	25%	4,946,034
Innovative approaches for increased relevance of VET provision in respect of labour markets and economic and social cohesion	26%	5,262,000	28%	5,599,780	12%	2,463,303
Total Results	100%	20,144,000	100%	20,137,595	100%	20,098,887

The table indicates a realignment of resources among the three ETF strategic objectives with a decrease in policy analysis (objective 1) and an increase in modernisation of VET systems (objective 2). This is partially due to the development of ETF activities originally planned as policy analysis and evidence generation to also include active support for policy formulation and implementation, including capacity building and dissemination. An example of this tendency can be the case in the field of governance through entrepreneurial communities which led to a major ETF capacity building and dissemination event in Torino in November. This is also due to the increased attention in ETF to VET provision in particular work based learning due to increased priorities in EU policy and among the donor community including IAG

ABB against region and country with thematic project costs integrated

	2014 - planned		2014 - Actual		2013 - Actual	
	%	Budget (k€)	%	Budget (k€)	%	Budget (k€)
SEET	30.60%	6,158	28.03%	5,645*	30.87%	6,204
Albania	4.30%	866	4.37%	880	4.70%	945
Bosnia and Herzegovina	4.20%	836	3.54%	713	3.25%	654
Croatia ²⁶					2.45%	493
Kosovo	4.10%	823	3.49%	703	4.23%	851
Former Yugoslav Republic of Macedonia	4.60%	922	3.20%	645	3.72%	747
Montenegro	4.30%	873	3.01%	606	3.47%	698
Serbia	4.60%	927	5.33%	1,074	5.59%	1123
Turkey	4.50%	922	5.09%	1,025	3.45%	693
SEMED	31.90%	6,426	34.15%	6,878**	30.58%	6,145
Algeria	1.70%	351	1.19%	240	2.26%	455
Egypt	4.50%	900	3.65%	735	3.34%	670
Israel	1.70%	351	1.03%	208	1.91%	385
Jordan	4.00%	802	4.61%	929	3.01%	604
Lebanon	3.10%	626	2.59%	522	3.68%	739
Libya	2.10%	429	0.68%	137	2.16%	434
Morocco	6.10%	1,229	10.00%	2,015	6.14%	1,233
Palestine	3.90%	788	4.35%	875	3.58%	720
Tunisia	4.80%	957	6.04%	1,217	4.50%	905
EE	24.40%	4,915	24.93%	5,020	24.32%	4,888
Armenia	3.50%	708	4.54%	915	2.69%	541
Azerbaijan	3.70%	752	4.77%	961	4.94%	994
Belarus	2.70%	543	2.24%	450	2.27%	455
Georgia	3.70%	739	5.02%	1,011	3.52%	707
Republic of Moldova	4.60%	927	3.71%	747	4.69%	942
Russia	1.60%	326	1.14%	229	2.12%	425
Ukraine	4.60%	929	3.50%	706	4.10%	823
CA	13.10%	2,645	12.89%	2,595	14.24%	2,862
Kazakhstan	3.10%	624	1.81%	364	2.56%	514
Kyrgyzstan	3.40%	695	4.04%	813	3.91%	787
Tajikistan	3.40%	695	3.60%	724	3.47%	697
Turkmenistan	1.30%	260	0.35%	70	1.75%	352
Uzbekistan	1.90%	373	3.10%	625	2.55%	512
Total	100.00%	20,144	100.00%	20,138	100.00%	20,099

* includes ETF's contribution to FRAME project (staff's time allocation estimated at €331,026)

** includes ETF's contribution to GEMM project (staff's time allocation estimated at €488,619)

²⁶ Croatia became an EU member state on 1 July 2013

Legal times

Maximum payment time (days)	Total number of payments	Number of payments within time limit	Percentage	Average payment times (days)	Number of late payments	Percentage	Average payment times (days)
10	18	9	50.00 %	6.9	9	50.00 %	17.7
30	799	639	79.97 %	15.8	160	20.03 %	42.7
45	215	169	78.60 %	23.0	46	21.40 %	55.2
60	505	391	77.43 %	35.5	114	22.57 %	71.9

Average Payment Time

29.7

23.1

53.9

Suspensions

Average report approval suspension days	Average payment suspension days	Number of suspended payments	% of total number	Total number of payments	Amount of suspended payments	% of total amount	Total paid amount
0	21	231.	15.03 %	1,537.	1,8	19.99 %	9,004,492.15

Late interest paid in 2014

Agency	GL Account	Description	Amount (Eur)
ETF	65010000	Interest expense on late payment of charges	1 287.29
			1 287.29

ANNEX 11: 2014 MANAGEMENT SELF-ASSESSMENT OF INTERNAL CONTROL EFFECTIVENESS AND ORGANISATIONAL PERFORMANCE (CAF SELF-ASSESSMENT TOOL) MANAGEMENT CONSENSUS ASSESSMENT

Criterion	Strengths	Areas of improvements	Improvement actions agreed	PDCA level	2013 level PDCA
1.Leadership ICS 1 Mission and Values; ICS 2 Ethical and Organizational Values; ICS 7 Operational Structure.	1.1 New organisational structure to make ETF more strategic and efficient 1.2 PMF in place and under review 1.3 Well established relation with governance stakeholders	1.1 and 1.2 Refine and integrate management system with indicators as clear performance measurements of progress and achievements	Internal monitoring of the implementation and deployment of the new structure (e.g. measurements of improvements in efficiency); Refine and improve a comprehensive and integrated performance management indicators system	ACT	CHECK
2. Strategy and planning ICS 5 Objectives , Performance Indicators; ICS 6 Risk Management ICS 9 Management Supervision; ICS 15 Assessment of ICS; ICS 16 IAC	2.1 Implementation of Stakeholder cooperation framework 2.2 Torino process as effective tool to assess partner country stakeholder needs 2.3 Well established planning process (strategic , annual and operational)	2.1 Knowledge management of country relations management	Make use of new template and structure of the single programming document already for 2016 WP (link with action (2)); Ensure project and department plans include indicators from the single programming document to enable adequate monitoring and reporting throughout the year.	ACT	ACT

Criterion	Strengths	Areas of improvements	Improvement actions agreed	PDCA level	2013 level PDCA
<p>3. People</p> <p>ICS 3 Staff Allocation and Mobility; ICS 4 Staff Evaluation and Development ICS 7 Operational Structure</p>	<p>3.1 The new organisation and in particular the Strategic Project approach aim at reducing fragmentation and provide stronger teams with clearer distribution of roles and responsibilities</p> <p>3.2 ETF has established learning and development tools and opportunities</p> <p>3.3 ETF has competent staff</p> <p>3.4 ETF adopts a consultative approach and open dialogue with staff</p>	<p>3.1 Staff surveys expressed concern about stress, fragmentation and transparency</p> <p>3.2 Internal demand from staff for a more coherent and concerted approach to individual professional development and a clear and accepted competence and development maps</p>	<p>Re- launch staff survey at the end of 2015 to see the perception of staff regarding improvements made under new structure (see also under criterion 7. People results); Develop a self-assessment system to capture individual staff competences and developments as a reference for HR planning and staff development; (not a competence map as previously done, but a recording of individual skills & competencies taking into account the limitations of the level and responsibilities of the grade as per the staff regulation so as not to create expectations that cannot be met.) This exercise additionally to include expertise mapping of priorities in the next years.</p>	CHECK	CHECK
<p>4. Partnership and resources</p> <p>ICS 11 Document Management ICS 12 Information and Communication; ICS 13 Accounting and Financial Reporting</p>	<p>4.1 Stakeholders cooperation framework in place and well implemented</p> <p>4.3 Audits and discharge of budget has always been very positive to the ETF. Budget execution indicators are outstanding</p> <p>4.4 ETF has established KM policy and practice in operations. This has recently been evaluated end 2014.</p> <p>4.5 A revised IT strategy and governance is agreed. The integration of ITM and SWD allows for a more consistent work. Plans to better develop Document Management</p> <p>4.6 ETF has established facilities management approach which has, inter alia, dealt successfully with the lack of cooperation with the</p>	<p>4.4 Embedment of KM in projects (experts and project officers more active) and integration of KM with Expertise Development</p> <p>4.5 Integration of systems owned by different Departments (Connections, Website, Webinars...)</p>	<p>Develop some easy and friendly internet communication tool to open communication with relevant institutions in partner countries about ETF work; Indicator to be included in the annual plans 'Systematically communicate ETF to relevant institutions and EU delegations in partner countries "</p> <p>Ensure proper follow-up and implementation of recommendations from the evaluation of KM in the ETF.</p>	ACT	CHECK

Criterion	Strengths	Areas of improvements	Improvement actions agreed	PDCA level	2013 level PDCA
	Piedmont Region and persistent problems with the building				
5. Processes ICS 8 process and procedures ICS 10 Business Continuity Plan; ICS 11 Document Management.	5.1 The Process Development policy is in implementation a number of processes, particularly in the Core Mission, have been developed with a renewed methodology 5.2 ETF designs and develops a wide range of services and products (i.e. reports, events) The quality of the services and products is generally improving (i.e. meeting design)	5.1 a) Empowerment of Process Owners to manage processes in a more proactive way b) Mapping of core operational functions is complex. The system does not lead to clear improvement in processes. 5.2 The direct beneficiaries of ETF work are not citizens, but societal organisations (Public Administration, Social Partners, Civil society Organisations). The final, indirect beneficiaries of HCD should be the citizens.	Link to Action (2) above: monitoring of the actual use and eventual improvement of mapped processes through practical and realistic indicators; Regular reports on how processes are being implemented after they have been revised following the restructuring.	CHECK	CHECK
6. Citizen / Customer-oriented Results (ETF Beneficiaries)	6.1 a) Evaluations, project monitoring and Surveys are regularly undertaken to check the level of satisfaction of direct beneficiaries of ETF work, with consistent good results. b) ETF has developed TRP to capture policy progress in the partner countries through qualitative indicators based also on perception. The evaluation process captures perception of results which can be associated with ETF input. 6.2 ETF has built up a stockpile of quantitative indicators to measure policy progress in partner countries.	6.1 and 6.2 Measurement of organisation results. Although ETF has made great progress in recent years in defining and capturing expected results attributable to its projects, this still remains inconsistent	Link to Action (2) above: develop and use “perception” indicators to demonstrate progress over time; ETF communication to develop new ways of communicating ETF project results.	Improving trends and / or most relevant targets met	Improving trends and / or most relevant targets met

Criterion	Strengths	Areas of improvements	Improvement actions agreed	PDCA level	2013 level PDCA
	These are based on international standards.				
7. People Results	<p>7.1 ETF regularly carries out staff surveys and consults staff/staff committee on major changes and developments. The staff surveys lead to action plans.</p> <p>7.2 ETF history of all staff surveys gives the opportunity to define trends and developments over time.</p>		<p>Link to action (5): After the 2015 staff survey a review/assessment of the effectiveness of staff survey action plan definition and implementation vis a vis the needs and expectations of staff – should be carried out;</p> <p>Link to Action (2) above: Define indicators for staff/people results.</p>	Improving trends and / or most relevant targets met	Improving trends and / or most relevant targets met
8. Society results	<p>8.1 a) A narrative explaining the different steps in the value chain of results (outputs, outcomes, value-added and impact) has been developed in the last years and incorporated in the planning documents in the form of indicators b) ETF promote social partnership and stakeholders cooperation in PCs</p> <p>8.2 ETF has measured its contribution to the environment. *</p>			Improving trends and / or most relevant targets met	improving trends and/or most relevant target met
9. Key performance results	<p>9.1 a)The ETF IPs define expected results in terms of outputs and outcomes. b) ETF has designed country progress indicators (CIPs) to capture macro results at country level.</p> <p>9.2</p>	<p>9.2 a) * The internal efficiency indicators are incomplete and in some cases based only on qualitative information</p>	<p>Link to Action (2) above: revise and extend the efficiency indicators ensuring consistency of use throughout</p>	Results show substantial progress and/or all the relevant targets are met	improving trends and/or most relevant target met

Criterion	Strengths	Areas of improvements	Improvement actions agreed	PDCA level	2013 level PDCA
	a)ETF has an established set of indicators for internal efficiency b) Q reporting systems				

ANNEX 12: CORPORATE RESULTS BY THEMATIC AREA AND REGION

1.1 EVIDENCE-BASED POLICY ANALYSIS – The Torino Process

- A robust policy analysis informing the development and implementation of the VET reforms in the countries, applying the four principles (ownership, participation, holistic approach and evidence based) is carried out in all countries.
- Capacity building policy analysis through Torinet and the Policy Leaders Forum at least one country will operate as a knowledge cluster in each region.
- Reinforced capacity to support policy learning and provide consistent policy advice through the application of knowledge management tools and techniques.

1.2 QUALIFICATIONS AND QUALIFICATIONS SYSTEMS

- 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.

1.3 VET GOVERNANCE

- 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

1.4 LEARNING AND TEACHING IN VET

- 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.

1.5 QUALITY ASSURANCE

- Strengthen partner countries' capacities 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

1.6 EMPLOYMENT AND EMPLOYABILITY

- 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.

1.7 MIGRATION AND SKILLS

- 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

1.8 ENTREPRENEURSHIP AND ENTERPRISE SKILLS

- 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.

1.9 SOUTH EASTERN EUROPE AND TURKEY (SEET)

- 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
- 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.
- 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.

1.10 SOUTHERN AND EASTERN MEDITERRANEAN (SEMED)

- Through the ETF employability reviews, enhanced regional policy dialogue and understanding in the areas of youth employability and entrepreneurial learning under the Union for the Mediterranean policy and ad hoc policy forums

- 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
- 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

1.11 EASTERN EUROPE

- 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 Eastern Europe, in particular in Belarus and Ukraine through participation in Torinet.
- 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, quality assurance, education and business cooperation, work-based learning, and career guidance have been developed through extensive stakeholder involvement at national level enhancing the implementation of human resources development strategies.

1.12 CENTRAL ASIA

- Strengthened the capacities of national actors to develop and embed evidence-based policy making and implementation through the use of specific methodological instruments throughout the policy cycle, such as transition studies, institutional assessment and monitoring of HRD.
- Fostered the quality, relevance and inclusiveness of vocational education and training systems for the labour market through increased cooperation between education and the world of work, thus contributing to improving the employment prospects of young people and society at large.
- School Development Project - Consolidated as trusted key player for policy learning on VET at regional level by enhancing the mutual understanding of policies and sharing policy experience and practice.

ANNEX 13: CARRY FORWARD OUTPUTS AND PROJECT RESULTS

Completion table carry forward outputs 2013-14

	SEET	SEMED	EE	CA	TED	EBP	Total
DONE	2	2	2		2		8
CANCELLED				2			2

4. **2.A.12** (SEET) Ministry of Education, the VET Centre and the VET Council in Albania to promote VET strategy operationalization – **DONE** –
5. **2.B.24** (SEET) Ministry of Labour and related bodies in Kosovo to increase capacities for drafting a law on the organisation and functioning of PES – **DONE**
6. **2.A.60** (SEMED) Libyan stakeholders on participatory evidence-based policy analysis **DONE**²⁷
7. **3.A.67** (SEMED) In Libya through the implementation of the Torino Process **DONE**
8. **1.A.79** (EE) Preparatory work and input into design of EU project and to the EC SPSP in the Republic of Moldova **DONE**
9. **4.A.105** (EE) Regional conference on sector committee approaches in EE, presentation of mutual learning project **DONE**
10. **3.B.136** (TED) Study on employability related measures for potential migrants and returnees **DONE**
11. **3.B.140** (TED) 2 methodological guides on skills matching and anticipation **DONE**
12. **2.B.121** (CA) Labour market and VET policy makers on transition study questionnaire and recommendations in Kazakhstan **CANCELLED**

²⁷ This output was related to 2 aspects, the first one is related to their participation to the preparatory workshops for TRP which actually took place while the second one is related to the dissemination event which did not take place in 2013. Having only one component completed, we could not consider the output DONE. This was the reason behind postponing it. This output can be considered as partly achieved (70%). The dissemination event was planned several dates in 2014 but could not be organised for political and security instability in the country that prevented ETF staff from travelling to Libya (April and June) and the Libyans from coming to ETF in September.

13. **2.C.124** (CA) School managers, social partners and policy makers to create and monitor practical placements in companies in KAZ **CANCELLED**
14. *REASON: both outputs have not been achieved. Instead of the Transition study the Kazakh government has given priority to the Education & Business study. The study will lead to the final report in Q1 2015. It may have recommendations on monitoring practical placements, but we will not follow this up with action.*

Carried forward project results from 2014 to 2015 – 8 in total

	SEET	SEMED	EE	CA	TED	EBP	Total
No of Results	2	1	0	2	3	0	8

Outstanding actions required to complete the results:

1. SEET-CP-KOS WP14-0001 3.0 Policy analysis Evidence based policymaking

REASON: The expertise assignment started in October 2014 and will end beginning 2015, as planned in the Terms of Reference. The final expert's deliverable (Proposed guidelines for the monitoring of the MLSW Sectorial Strategy, for discussion with the working group) is due - in January 2015.

2. SEET-CP-TRA WP14-0006 Preparation for new project in SEET on Continuing Professional Development for VET teachers and trainers

REASON: The event related to VET teachers and trainers was postponed to March 2015, due to stakeholders' unavailability.

3. SEMED-GEMM WP14-0001 Enhance EU support to VET in the ENPS through the implementation of the GEMM in all SEMED countries

REASON: Completion of activities planned for 2015 in the TORs as the project is multiannual.

4. CA-CP-KAZ WP14-0002 Evidence based policy-making

5. CA-CP-KAZ WP14-0001 Education and Business cooperation

REASON (4-5): Delays in the data collection due to lack of responsiveness of the regional educational department of Kyzyl-Orda region. The report will now be finalised by end April, so the validation seminar and regional follow-up actions can only take place later.

Corporate Results: 3.X.014 TED Customised policy advice and interventions targeted to the needs of the partner countries

6. TED-COP-GOV WP14-0002 EXPERTISE PROVISION ON COSTING AND FINANCING - Publication, Position papers financing and social partnership

Reason: The entrepreneurial communities' initiative has completed the activities foreseen for 2014 including producing a technical report, seven written stories including a technical note and a story telling journal for each of the seven communities selected in 2014. It was decided to delay the finalisation of the publication to 2015 - after the completion of the second call - to introduce other 4 stories in the final product.

Reason: The position paper on financing is in the final stages of drafting, to include the results of an internal training on financing and funding schemes with an external expert and a cappuccino meeting for all OPS staff on the subject. It will be finalised in Q1/2015.

Reason: The COP has organised a cappuccino and consultation meeting on the position paper on Social partnership. the result of the cappuccino has been the identification of areas to be updated in the position paper, including the need for the position paper to cover both social partners and VET stakeholders (including private sector and civil society in general). The team will complete the tasks in Q5.

7. TED-COP-LRN WP14-0001 Work based learning policy development & implementation

Reason: This activity is being undertaken by a new staff member whose recruitment occurred later than expected in 2014. Preparatory work has been started however as follows: a roadmap has been established, structure and table of contents drafted, collection of background material and consultation with selected staff has also been undertaken.

Reason: Priority had to be given in this period to other requests for thematic support (internal and external). Additionally, input to the position paper concerning ETF key positions was needed from the ENPI East workshop on 10/11 November.

8. TED-COP-EL WP14-0001 EL Policy Development

Reason: Due to the departure of an EL team member the assessments in Moldova and Azerbaijan had to be carried forward until Q1 of 2015 so that other team members were available to undertake the assessments.

ANNEX 14: ETF RISK REGISTER WP 2014

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁸ and Objectives	Description of potential risk	Inherent	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)	State of play of implementation of actions at 31.12.2014
ETF-RR-2014-01	<p>(1. Risks related to the external environment) 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: 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; Cause 2) Changes in EU external policies towards a given country; 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; Master matrix built up driving different responses in each country situation; Use lessons learned; -Continuity in communication both internally and externally in the partner countries; Adaptation to agenda of specific country; Communication with the European Commission and the European External Action Service and delegations.</p>	Medium	<p>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</p>	N.A
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 Annual Objective 1: To reinforce partner country policy analysis capacity in the field of human capacity development through the Torino process and in other</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	<p>-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.</p>	Medium	<p>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</p>	<p>2.1 & 2.2 Done within deadline of Q2-2014 Tender specifications for new contracts for the provision of expertise request that the contractor 'shall at least twice a year actively seek to expand the database of national experts through targeted advertisements in nationally available media and report through the quarterly reports'</p> <p>2.3 Done within deadline of Q2-2014</p>

²⁸ 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 28 and Objectives	Description of potential risk	Inherent	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)	State of play of implementation of actions at 31.12.2014
	policy area analyses (SBA, employability, NQF); Annual objective 2: To support partner countries in modernising their VET system in a life-long learning perspective; Annual objective 3: To increase the relevance of VET provision through innovative approaches;						TORs have been revised and lessons learnt from agencies having started to use vendors list provided to Operations Departments for assessment.
ETF-RR-2014-03	Goal 4: Organisation development: to be a reliable and efficient EU organisation by maximising results and increasing efficiency	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.	High	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	3.1 Propose negative priorities for the WP 2014 in order to mitigate the risk of reduced quality and impact of ETF interventions.	3.1 Action closed at Q2-2014 from RR WP 2014 as it has been added to RR WP 2015 (RR-WP2015-03) This was addressed in draft WP 2014 and MTP 2014-2017 and discussions have taken place between the Director and the Commission. The action detail and risk typology have been integrated as an open action RR 2015 (ref: RR-WP2015-03)
ETF-RR-2014-04	(2. Risks related to planning, project management processes and systems) (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	04. ETF monitoring reports highlighted potential problems relating to unbalanced workload and distribution of work. 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	Medium	Enhanced coordination of operational planning documents through regular Management Team and Enlarged Management Team meetings; Regular review and assessment by management of the feasibility of planned activities during a given quarter; Ongoing simplification of mapping of processes; Monthly resources meetings.	Low	4.1 Reinforcement of planning procedures to ensure that the resource needs of planned activities match the expected availability of resources; 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; 4.3 Enhanced transparency of decision-making on changes in resource allocation in the course of the year.	4.1 Done within deadline of Q4-2014. Planning procedures reinforced to ensure that the resource needs of planned activities match the expected availability of resources. This will also be addressed through the new organisational structure and with the implementation of the 7 strategic projects aimed at streamlining this approach. 4.2 and Q3 Done within deadline of Q3-2013 Enhanced prioritisation of activities to ensure that increases in activities can be accommodated by cancelling and/or postponing lower-priority activities; enhanced transparency of decision-making on changes in resource allocation in the course of the year.

Risk no.	(ETF Risk Framework Areas) / WP 2014 Goals ²⁸ and Objectives	Description of potential risk	Inherent	Mitigating controls already in place (sub-processes involved)	Residual risk	Additional control planned (sub-processes involved)	State of play of implementation of actions at 31.12.2014
ETF-RR-2014-05	<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>05. In a context of significant staff turnover²⁹ 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.</p>	Medium	Contact local authorities regarding opportunities for schools in Turin;	Low	<p>5.1 Analysis of the reasons for the significant staff turnover in 2012 and a decline in interest in ETF vacancies</p> <p>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.</p> <p>5.3 Review of recruitment procedure in line with conclusions of analysis and strategy.</p> <p>5.4 Review of communications with candidates to ensure clarity about work and working conditions in the ETF in order to avoid disappointment.</p>	<p>5.1 Done within deadline of Q2-2014. Memo presented to MT on the assessment of exit interviews of staff that have recently left and mid-term probation interview with staff members and then their Reporting Officers. This will be repeated every 2 years.</p> <p>5.2 & 5.3 Done within deadline of Q2-2014</p> <p>Recruitment procedure in place and regular training on interview skills offered</p> <p>5.4 Done within deadline of Q2-2014.</p> <p>New practice established for recruitment in AD, PMED and COMM: At the time of the job offer, the ETF offers future colleagues the possibility of contacting the reporting officer or an appointed 'mentor' in the recruiting department to ask more information about the job before accepting the job offer. This will also be extended to include future colleagues in the operational departments, if the reporting officer and/or a 'mentor' are known beforehand at the time of the job offer.</p>

²⁹ Staff turnover in 2012 was 9.6% this includes: Temporary Agents (TA): 6.6% in 2012, Contract Agents (CA): 17.9% in 2012

ANNEX 15: MONITORING TABLE FOR THE IMPLEMENTATION OF THE COLLABORATION AGREEMENT EUROFOUND AND THE EUROPEAN TRAINING FOUNDATION (ETF)

Action Plan from January to December 2014 (Status December 2014)

Actions	Activities	Status of implementation
Job growth in SMEs	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	Eurofound job creation project started in August 2014 and work is in progress. ETF will be invited to planned workshop in 2015.
Women participation in the labour market 3. NEETs??	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	Eurofound project on gender employment gap was launched recently; the two relevant project managers of the Agencies have discussed the content of each project. There was an exchange of reports and experience between the two project managers. ETF has planned to organise a workshop on NEETs in early 2015 and EF contact is being informed.
Projects 27-30 (EFWP Draft 2 of June 2013) 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 Partners organisations	4. EF to share with the ETF the questionnaire used to assess the representativeness of the partner countries at EU member states level EF contact: Christian Welz ETF contact: Manuel Prina EF Contact: Isabella Biletta ETF contact: Manuel Galvin	Representativeness studies - emails were exchanged and REP questionnaire, background note, information sheet and webpage link were sent out. Role of social partners – the questionnaire has just been launched. Eurofound will be back in touch once the draft report is ready. New topics, new tools & Services provided by SP were merged. Email exchange between I. Biletta and M. Galvin on Eurofound project which was launched in September 2014.
Organisation of one annual joint meeting with the possibility of organising also a teleconference	5. The consolidated versions of the work programme of the two agencies will be shared in October.	ETF draft work programme for 2015 was received on 15 May 2014 and comments from Eurofound were sent on 18 September 2014 Eurofound draft work programme 2015 was sent on 12 June 2014 and comments from ETF were received on 9 July 2014 A teleconference took place on 22nd September 2014 Following the teleconference, information on 3rd ECS was sent to Anastasia Fetsi.
Participation in other meetings	6. EF will explore with its Governing Board the possibility of inviting ETF to the Board meetings; ETF & EF to explore possibilities of organising a joint meeting once a year on a specific topic of interest for cooperation, such as NEETs.	No issues of common interest were identified in the Board agendas. While contacts of relevant project managers (NEETs) are established no opportunity for joint events was identified.

ANNEX 16: PROGRESS REPORT ON COOPERATION BETWEEN THE ETF AND CEDEFOP IN 2014



Co-operation between the European Training Foundation and Cedefop

Progress Report 2014

Cedefop's mission is to support the development of European vocational education and training policies and contribute to their implementation. Cedefop works with the European Commission, the Member States and social partners and responds to their distinct needs as they develop and implement different aspects of European VET policy.

ETF operates under the framework of the EU's external relations policies and provides support to the European Commission and countries and territories outside the EU that receive assistance through the EU's Enlargement, Neighbourhood and Development and Co-operation policies.

Both Cedefop and ETF support the European commission in the field of vocational education and training in a lifelong learning context. The respective operations of Cedefop and ETF are distinguished by distinct mandates established by their Founding Regulations.

The differences in the operational focuses of Cedefop and the ETF are also delineated in the functions that they conduct under their mandates. The ETF carries out activities involving the following key actions: thematic and technical advice in human capital development to EU services (European Commission: DG Education and Culture, DG Enlargement, DG Development and Cooperation, DG Employment, Social Affairs and Inclusion, DG Enterprise and Industry, DG Home Affairs; and the European External Action Service) and in support of the external relation programmes (IPA, ENPI, DCI) in programming and project cycle; policy advice to partner country governments and stakeholders on policy solutions appropriate to the problems they face and capacity building of key actors, including governments, in the field of education and training and employment. The ETF also disseminates information on approaches and trends in vocational education reform being followed in the EU. Cedefop aims to generate new insights and fill knowledge gaps undertaking strategic research and comparative analyses to support EU objectives in VET, providing policy advice to and raising awareness among stakeholders and the wider public. Cedefop's work aims to: (a) promoting European VET and lifelong

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learning policy by providing evidence and analysis; and (b) strengthen European cooperation, by supporting Member States to implement common European tools and principles, share policy priorities, and exchange experience.

Without prejudicing the distinctive mandates and functions of either Cedefop or ETF, the shared focus on vocational education and training offers potential synergies through co-operation. Cedefop offers information and reports on EU experiences that can be useful to guide Candidate and neighbouring Countries on how they may be able to follow EU trends in education and training during the Enlargement process. Likewise, ETF's work supports Candidate Countries during reporting of progress being made under the Copenhagen process. More generally, Cedefop's work provides a pool of European research on vocational education and training policies that can be partially shared with partner countries and territories.

The potential for the synergies and complementarities is recognised in the Founding Regulations of both agencies. In particular, ETF's Council Regulation requires ETF and Cedefop to systematise their co-operation in the framework of a joint annual work programme annexed to their annual work programmes. This report is subsequently provided to the European Parliament as part of their annual reporting processes.

Report of ETF – Cedefop Co-operation 2014

During 2014, ETF and Cedefop further systematised their co-operation to maximise the benefits for their respective mandates. Cedefop and ETF experts were involved in events and projects of mutual interest organised by both agencies.

This resulted in co-operating for the 2014 reporting progress of Candidate Countries as part of the follow up of the Bruges communiqué on reinforcement of cooperation in VET, in organising two knowledge sharing seminars, collaboration in the area of qualifications development and implementation of the common EU instruments, in skill matching and anticipation.

Progress in the implementation of the Bruges communiqué in Candidate countries

Cedefop and the ETF cooperated in 2014 in the review of what countries had achieved in commonly agreed priorities for VET. In line with its mandate, Cedefop prepared its report 'Stronger VET for better lives' based on its systematic analyses of countries' progress towards the 22 deliverables and overall objectives set in Bruges in 2010. The findings informed the Commission's work on country specific recommendations (European semester) and on a set of new deliverables until 2020 to be decided under the Latvian Presidency. ETF team of VET policy analysts, thematic experts and EU candidate country desks, analysed progress and provided information on developments in VET in EU candidate countries. The ETF drafted a



chapter on the progress made by the Candidate countries that has been included in Cedefop's report 'Stronger VET for better lives'.

Knowledge Sharing

In 2014, the ETF and Cedefop conducted two joint thematic meetings to ensure knowledge-sharing and complementarity in activities. The first was organised in Turin in January 2014 and the issues discussed were: EQF/NQF developments focusing on qualifications EQF level 5; learning outcomes approach; and skills matching and anticipation. The second was organised in Thessaloniki and discussed capacity-building and communication strategies.

Qualifications Development

As confirmed in the Bruges Communiqué, Cedefop and ETF have also cooperated to integrate and align their analyses of NQF developments into the worldwide overview of developments prepared in cooperation with UNESCO. Developments in the EU Member States were covered by Cedefop, in the partner countries by ETF, and in the third countries by UNESCO. Each of the institutions additionally contributed thematic chapters. The resulting publication, the "Global Inventory of Regional and National Qualifications Frameworks" was co-published by the agencies in May 2015.

Cedefop's fifth annual report *Overview and analysis of NQF developments in Europe*, including 36 updated NQF country reports, was drafted. The European Training Foundation provided complementary information on national qualifications framework developments in European Union candidate countries.

Skills matching and anticipation

Cedefop, ETF and ILO have been engaged since 2013 in a joint endeavour to promote learning about skills anticipation and matching. Part of this effort is preparation of six guides on various methods and approaches that will be used to anticipate skill needs. The guides take a very practical stance and are aimed at national/regional authorities, sector organisations and/or public employment services. The joint Cedefop/ETF/ILO workshop on methods for anticipating skill needs ⁽¹⁾ held in Prague in March 2014 aimed to present and validate final drafts of three guides of the compendium ⁽²⁾. The full compendium (six volumes) will be released in 2015.

Cedefop, ETF and ILO teamed up with the International Training Centre of the ILO (ITC-ILO) to organise a training course on skills needs anticipation and matching.

⁽¹⁾ Cedefop (2014), <http://www.cedefop.europa.eu/EN/events/22430.aspx>

⁽²⁾ Guide on tracer studies, guide on use of labour market information (LMI) and guide on employers' skills surveys.

The course aimed to share knowledge on methods and practices for skills anticipation and matching that the three institutions jointly possess. The course was designed to help participants obtain a good understanding of drivers of change which impact skills demand and the reasons why imbalances occur in the labour market and their consequences. It offered an opportunity to understand critical questions, objectives and components of LMI, institutional roles and responsibilities, various quantitative and qualitative methods used as well as tools for skill needs anticipation and matching of skills supply and demand in the labour market.

Joining an OECD initiative, Cedefop, ILO and ETF contributed to finalising a questionnaire for countries on activities carried out to anticipate and analyse skill needs in the labour market and how the results are used to shape education, employment and migration policies. Based on the information collected, Cedefop will prepare an EU-wide analysis, which will be published in 2015. ETF also used this questionnaire to collect information in the SEE enlargement region, and it will prepare short country notes and a regional synthesis report on skills matching & anticipation in the Western Balkans.

Administrative Co-operation

In line with the joint work programme for 2014, co-operation also took place at the administrative level, when applicable.


James Calleja
Director Cedefop
Done in Thessaloniki,
12.06.2015

Madlen Serban
Director ETF
Done in Turin,
05/06/2015

ANNEX 17: ETF PUBLICATIONS 2014

Title		Type	Language	Print run
Learn more... On the 20th anniversary of the European Training Foundation		corporate	EN	500
Highlights 2013: An overview of ETF activities		corporate	EN	on demand
Spotlights 2014: An overview of ETF activities	from January to May 2014	corporate	EN	on demand
	from June to October 2014	corporate	EN	on demand
Live&Learn	issue 30	periodical	EN	5,800
	issue 31	periodical	EN	5,800
	issue 32	periodical	EN	5,800
INFORM	issue 17 – Creating a competitive edge: Promoting SME skills	policy briefing	EN, FR	on demand
	issue 18 – Better qualifications	policy briefing	EN	on demand
	issue 19 – Empowering a next generation of young entrepreneurs	policy briefing	EN	on demand
	issue 20 – Continuing vocational training in Eastern Europe: Time to act	policy briefing	EN	on demand
Torino Process	The Torino Process 2014	guide	EN, AR, FR, RU	EN 1,500; FR & RU 500 each; AR on demand
	Torino Process 2014 national reports			
	Libya	working paper	EN, AR	on demand
	Tunisia	working paper	FR	on demand
Making better vocational qualifications: Vocational qualifications system reforms in ETF partner countries		working paper	EN, RU	on demand
GEMM	GEMM FOCUS	periodical	EN, AR, FR	on demand
	GEMM FOCUS issue 2	periodical	EN, AR, FR	on demand
	Mapping vocational education and training governance series			
	Algeria	working paper	FR	on demand
	Israel	working paper	EN	on demand
	Jordan	working paper	EN	on demand
	Lebanon	working paper	EN	on demand
	Libya	working paper	EN	on demand
	Morocco	working paper	FR	on demand
	Tunisia	working paper	FR	on demand
Quality assurance in vocational education and training		articles	EN	on demand
Israel – Trends, perspectives and challenges in strengthening vocational education for social inclusion and social cohesion		report	EN	on demand
South Eastern Europe, Israel and Turkey: Trends, perspectives and challenges in strengthening vocational education for social inclusion and social cohesion		report	EN	on demand

Employment policies series	Algeria	working paper	EN, FR	on demand
	Jordan	working paper	EN	on demand
	Libya	working paper	EN	on demand
	Palestine	working paper	EN	on demand
	Tunisia	working paper	EN, FR	on demand
Employability in the Mediterranean region		briefing note	EN, FR	on demand
Active labour market policies with a focus on youth		working paper	EN	on demand
Work-based learning: A handbook for policy makers and social partners in ETF partner countries		working paper	EN	on demand
FRAME: Skills for the future	Foresight	guide	EN	on demand
	Guide for the review of institutional arrangements	guide	EN	on demand
	Monitoring tool: A set of guidelines for assessing progress towards the Skills Vision 2020	guide	EN	on demand
	Regional report: Supporting a strategic vision for human resources development	report	EN	on demand
Capacity for the development of human capital: The role of vocational education and training		toolkit	EN	on demand