



**EUROPEAN TRAINING FOUNDATION 2017-20**  
**ANNUAL WORK**  
**PROGRAMME 2018**







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# EXECUTIVE SUMMARY

## OVERVIEW

The 2018 Work Programme represents the second year of ETF multi-annual programming 2017-20 adopted by the Governing Board in November 2016. This document provides an update of the previous analysis and planning assumptions as a basis for the ETF's work in 2018. It is built around three components: (1) an overview of the changes in the ETF's volatile environment; (2) an outline of the implications of the changes on the ETF's objectives and priorities for 2018; and (3) the annual Work Programme 2018 in terms of outcomes, actions and resources. As a multi-annual planning document, it also provides a forecast of the operational and resource assumptions for the ETF's work in 2019.

While based on the ETF's mandate and ongoing actions, the Work Programme is the result of a complex and inclusive consultation process with the active participation of stakeholders from ETF partner countries, EU institutions and Member States as well as the international community.

A number of key transversal issues emerge from the analysis of the ETF context and objectives for 2018. These will be a common corporate focus across the ETF's work throughout and include the further development of the ETF's work on skills anticipation in recognition of the critical employment challenges in partner countries; the pooling of information and methodologies across all strategic projects to consolidate the ETF's contribution to the human capital dimension of legal migration; broadening ETF support for digital and on line learning in recognition of opportunities in partner countries; as well as the development of the

ETF's capability to provide in-depth analysis of financing systems in partner countries as input to EU assistance.

## THE ETF CONTEXT

The analysis of the ETF's context begins with an overview of the developments, needs and priorities in the ETF's partner regions. This is based above all on the findings from the 2016-17 round of the Torino Process as presented and endorsed by ETF stakeholders at the conference 'Moving Skills Forward Together' held in Turin on 7-8 June 2017. While the specific priorities vary from region to region, and country to country, the analysis confirms that the main priority areas for reform comprise: improving capacity for policy making; strengthening horizontal and vertical VET governance systems, including private sector engagement; modernising qualifications systems; enhancing VET provision and especially work-based learning, teacher training and quality assurance; reinforcing the link between VET and employment and addressing skills gaps and mismatches; and, encouraging entrepreneurship and entrepreneurial learning. This analysis confirms the choice of the ETF's strategic projects and informs their actions for 2018.

The EU policy context is a key reference for 2018. Under the ten political priorities of the European Commission, as launched by President Juncker in 2014, the key areas which influence the ETF's work are the *New Boost for Jobs, Growth and Investment* and the *Stronger Global Actor*. In addition the *Towards a new Policy on Migration* initiative is an important priority given the reference to the human capital dimension in the *Global Approach to Migration and Mobility*.



Within these priorities and the 2018 EC intentions<sup>1</sup>, the external dimension of the new EU Skills Agenda package<sup>2</sup> has perhaps the most direct influence on the ETF's activities for 2018. This includes contributing to the upcoming *Review of the Key Competences Framework*<sup>3</sup>; supporting qualifications systems in the context of the European Qualifications Framework. The Skills Agenda is an important reference for the ETF's work on skills mismatch which complements the European Employment Strategy (EES). Whereas, the EU Youth Employment Package (2012), which includes the Youth Guarantee (2013), the Quality Framework for Traineeships and the European Alliance for Apprenticeships provide policy and methodological inspiration for the ETF's operational work in the area of VET provision.

The ET2020 framework continues to steer the ETF's priorities and activities. Instruments and tools have been developed together with approaches to foster effective partnerships that are also relevant to the partner countries as potential reference systems; for example, the Council recommendation on the validation of non-formal and informal learning (2012), and the European Quality Assurance Reference Framework (EQARF)<sup>4</sup>.

The ETF's policy support tools and indicators in entrepreneurship and enterprise skills draw specifically on the human capital principles of the Small Business Act for Europe (SBA), as well as on *Rethinking Education* and its focus on entrepreneurship key competences.

The Copenhagen Process is another source of influence, in particular to support the implementation of the Medium Term Deliverables (MTDs) from the Riga 2015 Conclusions.

The ETF contribution to EU assistance is framed by the *EU as a Global Actor* strategy. Most importantly, the EU's Enlargement Strategy

confirms the priority of improving economic governance. Here the ETF contributes to the Economic Reform Programme (ERP) process, the Berlin Process and the Smart Specialisation Strategy as well as to relevant regional platforms and bodies. The revised Neighbourhood Policy is a key reference for the human capital dimension of governance reform; economic diversification; improving the business climate including entrepreneurship; job opportunities and migration. It also focuses the ETF's support on countries with Association Agreements or Advanced Cooperation Status and the contribution to relevant platforms. Furthermore, the EU Development Policy focus on good governance and human and economic development, and the Central Asia Education Platform, frame the ETF's work in Central Asia.

The analysis of the ETF context concludes with the assessment of the international development policy, which is also framed by the *European Consensus on Development*. The international development context is inspired by the cross-cutting importance of the human capital dimension of the UN Sustainable Development Agenda, which identifies two specific goals on education and employment relevant for all partner countries, and which drives the strategy and activities of the inter-agency group platform in which the ETF participates actively.

## THE ETF'S MULTI-ANNUAL OBJECTIVES AND PRIORITIES

The second section outlines the priorities, objectives and resource assumptions underpinning the ETF's activities in particular for 2018. Notably, this section confirms continuity in the ETF priorities in line with EU external relations priorities. In 2018, the

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1. State of the Union Address 2017: [http://europa.eu/rapid/press-release\\_SPEECH-17-3165\\_en.htm](http://europa.eu/rapid/press-release_SPEECH-17-3165_en.htm)

2. COM(2016)381 final

3. 2006/962/EC

4. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=LEGISSUM:c11108>



ETF gives high priority to supporting VET reform in the candidate countries as well as the Neighbourhood countries of Ukraine, Georgia, Moldova, Tunisia, Morocco and Jordan. Other Neighbourhood countries and potential candidate countries will have medium priority, while the Central Asia region, Russia and Israel will be given low priority. No activities are currently considered in Syria or Libya.

Under these priorities, the ETF will engage with all partner countries in the Torino Process and respond to EU requests as appropriate. Nevertheless, even with these priorities, the ETF will not be able to fully support the high priority partner countries according to its mandate and reach the critical mass needed to deliver effective transformation. Managing the priorities and spread of ETF resources will require hard choices guided by regular consultation with the EU institutions and the ETF Governing Board.

The Work Programme confirms the general objective for 2017-20 of contributing to human capital development in the context of EU relations through improved VET policies and systems as well as better labour market integration and reintegration. The ETF presents its specific and operational objectives and priorities for 2018 in line with the revised Intervention Logic in Annex XII. Section III outlines the outcomes, actions and outputs for each project in 2018. Further details can be found in annex and on the ETF website.

## THE ETF WORK PROGRAMME 2018

The strategic project on **support to EU assistance in the context of EU external policies** will give priority to: (1) ensuring highly quality and timely support and products throughout the project cycle phases and sector policy dialogue; (2) ensuring constant dialogue with the EC services and EU Delegations for optimal use of the ETF added-value in

supporting EU external assistance in human capital development (HCD); and, (3) reinforcing the content and methodological advice to the EU Delegations for operationalising and implementing EU interventions. The expected outcomes from 2018-19 are that the ETF's support to programming and project design enhances the relevance of EU human capital development interventions in the partner countries; and that the ETF's support to implementation, monitoring and evaluation improves the efficiency and effectiveness of EU interventions; and finally, ETF policy and thematic contributions enrich EU policy dialogue on HCD issues.

The strategic project on **policy analysis and system wide monitoring** will prioritise reinforcing the information base and systematically collecting evidence and creating a solid framework for policy evaluation to support better policy making. The expected outcomes from ETF work in 2018-19 are that the information base and evidence sources are strengthened in the ETF partner countries and a policy evaluation framework for VET is available and used in the fifth round of the Torino Process. In the candidate countries, the ETF will continue to support monitoring and analysing progress towards the achievement of the Riga Medium Term Deliverables (MTDs).

The strategic project on **VET governance** will prioritise the vertical dimension of governance and address decentralisation institutional/coordination arrangements; the development of public-private partnerships; and financing as a key driver for VET policy reform focusing on governance bodies and mechanisms to make the financing chain operational and to serve policy objectives. This includes responding to a specific request from the EU on analysing financing systems as a prerequisite of EU assistance. The outcomes from the project for 2018-19 include (1) strengthened policy development and implementation of VET; (2) increased capacity of social partners and other



civil society organisations to take an active role in VET governance at national and/or territorial level in selected partner countries; and, (3) VET governance reviews inform policy options for good multi-level governance including a pilot analysis on financing in a selected partner country.

The strategic project on **VET provision and quality assurance** will continue on focus on three main areas. The first priority will be to strengthen work-based learning (WBL) in VET including its introduction and enhancement, as well as digital and on line learning. The expected result is that WBL is enhanced in different forms, with special attention to apprenticeships and internships/traineeships, by involving social partners, companies, chambers and VET providers. A second priority will be to ensure the continuing professional development of vocational teachers and trainers, through the introduction of systematic approaches and opportunities. The third priority is to develop comprehensive approaches to quality assurance by modernising partner country quality assurance policies and mechanisms. This will lead to the further development and implementation of quality assurance mechanisms in VET in line with the EQAVET recommendation.

The project on the **modernisation of qualifications and qualification systems** is implemented in line with regional priorities. In SEET, priorities are: (1) to populate frameworks more intensively, including via levelling methodologies; (2) systems for validating non-formal and informal learning linked to the respective national qualifications framework (NQF); and (3) to develop associated tools such as handbooks. In SEMED, the challenge is to ensure that NQFs are more firmly embedded in national VET systems by contributing to development of expertise in national institutions, agreeing on the concept of the NQF; advice on legislation and the enabling infrastructure, including institutional arrangements and quality assurance. In Eastern Europe, the ETF will advise countries on concepts and

strategies including integrating VET and higher education components of NQFs, drawing up implementation plans and roadmaps, on legislation, institutional functions and roles and methodologies for development, review and application of occupational standards; and, in more advanced NQFs, communication tools such as dedicated websites. The outcomes are expected to be that: lifelong learning qualifications systems have progressed and the skills and knowledge of partner country institutions and stakeholders are developed; evidence based-policy and international policy discussions, moderated by the ETF, inform partner country reforms of qualifications systems; and candidate and potential candidate countries make progress towards referencing their NQFs to the EQF as foreseen in the external dimension of EQF.

The strategic project on **employment, skills and employability (including skills and migration)** will give priority to identifying present and future skills needs which will result in the further development and implementation of labour market and skills intelligence tools and mechanisms. A second priority is improving transitions to work with an expected outcome of the development and implementation of comprehensive policies and mechanisms to facilitate such transitions. Finally, the project will prioritise the skills development dimension of migration to increase awareness in partner countries about Mobility Partnerships with the EU to develop and implement migrant support measures.

The strategic project on **entrepreneurial learning and enterprise skills** will continue to give priority to supporting the external dimension of the SBA according to regional specificities. The priorities in the pre-accession region focus on contributing to a revised set of indicators in particular for the entrepreneurship key competence. In the EaP, priority will be given to contributing to the regional platform in the areas of the entrepreneurship key competence, women's entrepreneurship and improving the skills base of SMEs. In SEMED,



priority will go to disseminating the outcomes from the 2017 SBA assessment. These efforts will result in progress in implementing the SBA recommendations. A second priority is to identify, disseminate and build on examples of good practice in entrepreneurship. This is expected to result in improved mechanisms in the partner countries to identify and use good practise in policy making. Finally, the project will continue to contribute to EU policy development through active participation in relevant expertise platforms.

As in 2017, the operational priorities also include the cross-cutting contribution that **communication** makes in particular to dissemination and networking of ETF actions and outcomes. The priorities for ETF communication in 2018 will be: to further integrate communication into the ETF's project and country activities starting from the planning stage; improve the ETF's digital communication platforms; promote a proactive approach to communicating with ETF stakeholders; and maximise the value of the ETF's expertise content by packaging it effectively across multiple media to better meet the needs of different stakeholder groups.

Section II of the programming document presents and analyses the **financial and resource assumptions** for the ETF over the period 2017-20. In 2018 the ETF budget is 20,144,000. Overall, the ETF's resources are aligned with Commission Communication COM(2013)519 final of 10/07/2013 entailing a freeze in the EU contribution until 2018, followed by a 2% increase until 2020. Title 1 is kept at a minimum throughout the period covering basic staff related costs only. An increase in the planned budget for Title 2 covers the costs of renewing the utilities systems, the acquisition and implementation of a new stakeholder relationship management tool and the continued upgrading of IT infrastructure and systems. The majority of the overall budget increase from 2019 has been assigned to Title 3 to further strengthen the ETF's operational work.

As regards **human resources**, the programming document demonstrates that the ETF will have implemented the 10% reduction in the establishment plan to reach 86 posts by the end of 2017. The total number of staff for 2018 is 131.5. The resources section confirms the priorities for the ETF's operational expenditure in view of the given resources framework following guidelines from the EU institutions and the ETF Governing Board. As stressed in the 2016 External Evaluation, the systematic reduction of ETF resources, and in particular its staff and expertise will limit the agency's capacity to fully implement its mandate and ensure a critical mass of support for transformation in the partner countries. Despite the high priority given to human capital development in EU policy outlined above, resource constraints force the ETF to differentiate in setting priorities especially between regions and countries and reduce the capacity to meet requests for services in additional priority areas. The ETF, guided by its Governing Board and EU institutional partners, will need to constantly monitor demands for its services and be ready to revise its priorities and actions to ensure effective support to its partner countries.

### **Organisational efficiency and effectiveness**

supports the core mission within two main strands. The first covers the ETF's efforts to reinforce the engagement of stakeholders with its work. The second comprises specific actions to improve organisational performance through a performance management framework. This includes objectives and priorities for human resources, finance and procurement management, resource management, information and communications technology and facilities management to deliver high quality and efficient core business as well as comply with EU public administration standards. These are then measured and monitored through the ETF key performance indicators in Annex XI.







# LIST OF ABBREVIATIONS AND ACRONYMS

AAR	Annual activity report	DG SG	Directorate General Secretariat-General
ABAC	Activity-based accounting system	DG TRADE	Directorate General Trade
ABB	Activity-based budgeting	DigComp	European Digital Competence Framework
ADB	Asian Development Bank	DOL	Distance and open learning
AFD	Agence Française de Développement	EEhubEU	EU Union Entrepreneurship Education Hub
ALMPs	Active Labour Market Policies	EntreComp	European Entrepreneurship Competence Framework
BC	British Council	ET 2020	Strategic framework for European cooperation in education and training
BTC	Belgian Development Agency	EaFA	European Alliance for Apprenticeship
Cedefop	European Centre for the Development of Vocational Training	EBPM	Evidence-based policy making
CG	Career Guidance	EBRD	European Bank for Reconstruction and Development
CPD	Continuous Professional Development	EaP	Eastern Partnership
CVT/CVET	Continuing vocational training / Continuous vocational education and training	EC	European Commission
CORLEAP	Conference of Regional and Local Authorities for the Eastern Partnership	EEAS	European External Action Service
DCI	Development Cooperation Instrument	EESC	European Economic and Social Committee
DG	Directorate General	EQAVET	European Quality Assurance in Vocational Education and Training
DG DEVCO	Directorate General International Cooperation and Development - EuropeAid	EQF	European Qualifications Framework
DG EAC	Directorate General Education and Culture	ENI	European Neighbourhood Instrument
DG EMPL	Directorate General Employment, Social Affairs & Inclusion	ENP	European Neighbourhood Policy
DG GROW	Directorate General Internal Market, Industry, Entrepreneurship and SMEs	EPSO	European Personnel Selection Office
DG HOME	Directorate General Home Affairs	EQARF	European Quality Assurance Reference Framework
DG NEAR	Directorate General Neighbourhood and Enlargement Negotiations	EQF	European Qualifications Framework
DG REGIO	Directorate General Regional and Urban Policy	ERI SEE	European Reform Initiative of South East Europe
		ERPs	Economic Reform Programmes



ESAP	Employment and Social Affairs Platform	NEET	Not in education, employment, or training
ETF	European Training Foundation	NQF	National qualifications framework
EU	European Union	OECD	Organisation for Economic Co-operation and Development
Euromed	Euro-Mediterranean Partnership	OIB	Office for Infrastructure and Logistics in Brussels
FTE	Full-time equivalent	OSHA	European Union information agency for occupational safety and health
Function 1 (F1)	Supporting EU external assistance and policy dialogue with partner countries	PET	Western Balkans Platform on Education and Training
Function 2 (F2)	Supporting partner country capacity building in human capital development, policy in action and policy progress reviews	PMO	Paymaster Office
Function 3 (F3)	Providing policy analyses through evidence-based analysis on country or cross-country policy reforms to support informed decision-making on partner country policy responses	PRIME	Projecting reform impact in vocational education and training
Function 4 (F4)	Disseminating and exchanging information and experience in the international community (agencies, regional platforms and councils, bilateral and international organisations and donors)	PSD	Private Sector Development
GDP	Gross domestic product	QA	Quality assurance
GEMM	Governance for Employability in the Mediterranean	RCC	Regional Cooperation Council
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)	RCI	Regional Competitive Initiative
HRD	Human resources development	SBA	Small Business Act for Europe
HCD	Human capital development	SEE	South Eastern Europe
ICT	Information and communications technology	SEE2020	South East Europe 2020 Strategy
ILO	International Labour Organisation	SEECCEL	South East European Centre for Entrepreneurial Learning
IPA	Instrument for Pre-accession Assistance	SME	Small and medium-sized enterprise
LuxDev	Luxembourg Development Cooperation	SP	Strategic Project
MISMES	Migrant Support Measures from an Employment and Skills Perspective	SPD	Single Programming Document
MTD	Medium-term deliverables	SRC	SRC Sector Reform Contract
MTP	Mid Term Perspective	VET/TVET	(Technical and) vocational education and training
		UfM	Union for the Mediterranean
		UNESCO	United Nations Educational, Scientific and Cultural Organization
		VNFIL	Validation of non-formal and informal learning
		WBL	Work-based Learning
		YEP	Youth Employment Programme

## ETF PARTNER REGIONS AND COUNTRY ACRONYMS<sup>5</sup>

<b>South Eastern Europe and Turkey</b>	<b>SEET</b>	<b>Eastern Partnership</b>	<b>EaP</b>
Albania	AL	Armenia	AM
Bosnia and Herzegovina	BA	Azerbaijan	AZ
Kosovo <sup>6</sup>	XK <sup>7</sup>	Belarus	BY
the former Yugoslav Republic of Macedonia	MK <sup>8</sup>	Georgia	GE
Montenegro	ME	Republic of Moldova	MD
Serbia	RS	Ukraine	UA
Turkey	TR		
<b>Southern and Eastern Mediterranean</b>	<b>SEMED</b>	<b>Central Asia</b>	<b>CA</b>
Algeria	DZ	Kazakhstan	KZ
Egypt	EG	Kyrgyz Republic	KG
Israel <sup>9</sup>	IL	Tajikistan	TJ
Jordan	JO	Turkmenistan	TM
Lebanon	LB	Uzbekistan	UZ
Libya	LY		
Morocco	MA		
Palestine <sup>10</sup>	PS		
Syria	SY		
Tunisia	TN		
		<b>Other Partner Countries</b>	
		Russia <sup>11</sup>	RU

5. These acronyms are taken from International Standardisation Organisation (ISO) and based on practice by the European Commission. <https://www.iso.org/obp/ui/#search>

6. This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

7. 'XK' is a code used for practical reasons and not an official ISO country code.

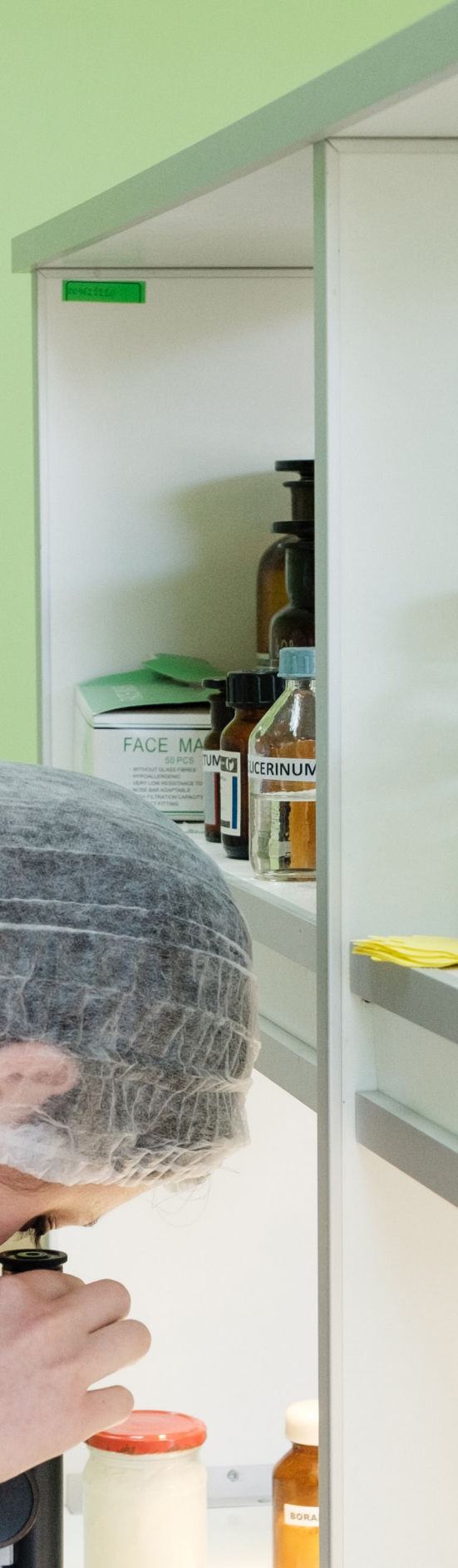
8. 'MK' is a provisional code which does not prejudice in any way the definitive nomenclature for this country, which will be agreed following the conclusion of negotiations currently taking place on this subject at the United Nations.

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

10. This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of the Member States on this issue.

11. ETF support to Russia takes place in the context of EU-Russia cooperation and with respect to Council Decision 833/2014 and subsequent acts





# THE ETF'S MANDATE, VISION AND MISSION

The European Training Foundation (ETF) is a specialised agency of the European Union (EU) that supports the EU as a global actor in the field of human capital development. It works together with countries engaged in the EU's enlargement and neighbourhood policies, as well as Central Asia, to help them reform their education, training and labour market systems.

The ETF's vision is to make vocational education and training (VET) a driver for lifelong learning and sustainable development, with a special focus on competitiveness and social cohesion. Helping partner countries equip their citizens with skills for life contributes to stability, prosperity and progress in neighbouring countries, which in turn fosters stability and progress in the EU itself.

Through its policy analysis, advisory and capacity building actions, the ETF improves knowledge dissemination and policy management to promote realistic priority and objective setting, policy implementation and monitoring of progress. The ETF's programming support for the European Commission and the European External Action Service (EEAS) helps to ensure that assistance is accurately focused and differentiated to fit EU and partner country priorities and capacities.





# I. GENERAL CONTEXT

This section presents the general context in the ETF partner countries, as well as relevant EU and international development policies which inform the ETF's activities. First drafted to cover the entire 2017-20 programming period, the section has been updated with recent changes in the ETF context which influence the ETF's work in 2018. It is based in particular on the results of consultation with EU institutions, Member States, partner countries and international actors.

## 1.1 HUMAN CAPITAL DEVELOPMENT PRIORITIES IN ETF PARTNER COUNTRIES

The analysis of HCD priorities in partner countries is based on the overall outcomes from the 2016-17 Torino Process as presented and endorsed by ETF stakeholders in the Torino Conference 'Moving Skills Forward Together' 7-8 June 2017. First launched in 2010, the Torino Process is a biennial, participatory exercise generating an evidence-based, comprehensive analysis of VET policies. It is led by partner country stakeholders in order to build consensus on reform progress and a shared agenda for future priorities.

### South Eastern Europe and Turkey

The Torino Process 2016, the Bruges Process for the candidate countries, and the assessment of the 2016 Economic Reform Programmes, have identified the following priority areas for the region:

#### National Qualifications Framework (NQF)

**implementation:** all countries have legislation and designated lead institutions in place but implementation varies. The priority is to continue: (i) to develop new relevant outcomes-based qualifications, including qualifications for adult learning, to develop levelling methodologies and populate frameworks; (ii) to improve transition to the labour market from initial VET; (iii) to develop mechanisms for the validation of non-formal and informal learning; (iv) to implement the process of referencing to the European Qualification Framework (EQF);

#### Teaching and learning processes and the quality of VET provision:

progress is underway and all the candidate countries are now part of the European Alliance for Apprenticeship; all countries have continued efforts to improve their quality assurance mechanisms at both system and provider level in line with the EQAVET recommendations; many initiatives for VET teachers and trainers have taken place with varying degrees of success; the integration of key competences, in particular entrepreneurship, is happening in all the countries. The priority is to build upon achievements and move ahead with implementation at system level including continuing VET;

**Policy monitoring:** The Torino Process confirms VET as an important area of public policy making. All countries have adopted policy documents for the medium to long-term development of their VET systems, the candidate countries are implementing the Riga Declaration. To ensure the sustainability of reforms it is necessary to monitor progress in the implementation of policies. The priority is provide capacity building to use monitoring as an instrument for improving policy making processes;



**Skills gaps and mismatches:** Progress has been made in launching tools for the systematic collection of skills intelligence, however skills mismatches persist and require a more coordinated and comprehensive policy response. The priority is to develop technical capacity to analyse skills demands and feed the results into skills development processes.

## Eastern Partnership

The 2016 Torino Process identified the following key priorities for the modernisation of VET in the Eastern Partnership:

**Modernisation of qualifications and qualification systems:** All countries have started to design and implement national qualifications frameworks to improve the transparency, trust and relevance of their qualifications. The priority is to support implementation methodologies and the institutional infrastructure;

**Private sector involvement in VET:** Policy makers are seeking higher private sector engagement in the design and delivery of vocational education and training. Most countries have established sector skills councils to align occupational and qualification requirements. Several countries have initiated pilots for work-based learning in companies as a key element to improve school-business cooperation. The priority is to ensure that these pilots contribute to extend policies to promote work-based learning and entrepreneurship;

**Skills anticipation and matching:** Countries have developed new approaches to collecting information on the skills needs of the labour market and aim to introduce a more coordinated approach to labour market information. There is a growing interest in skills anticipation to adjust VET programmes, including continuing training, to labour market needs and student demand.

The priority is to build closer relations between initial and continuing VET to provide consistent and systematic support for skills needs and shortages in the partner countries;

**VET attractiveness:** Some countries show evidence that investing in VET quality leads to higher participation rates. To make VET a real option for students, priority should be given to raising quality and approaching it holistically. Furthermore, more diversified delivery mechanisms are needed and system transparency and permeability should be increased. Most countries are setting up VET Centres of Excellence at sectoral or regional level. Also higher priority is being given in some countries to career guidance services to increase VET attractiveness and participation.

## Russia<sup>12</sup>

Russia's annexation of Crimea has led to a suspension of most EU-Russia cooperation programmes as well as sanctions. ETF cooperation with Russia is guided by the EU's relations with the country.

## Southern and Eastern Mediterranean

Based on its ongoing work and taking into account the findings emerging from the Torino Process 2016-17 round, the ETF has identified the following priorities for skills development in the SEMED region:

**Holistic evidence-based and integrated policies:** There is a growing awareness in the SEMED region on the importance of reliable and holistic labour market information, and a robust culture of monitoring, evaluation and transparency to underpin evidence-based VET policy making. A mix of quantitative and qualitative data and performance indicators to track progress and strengthen reform implementation are particularly needed. The

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12. ETF support to Russia takes place in the context of EU-Russia cooperation and in particular Council Decision 833/2014 and subsequent decisions.

Torino Process underlines the slow pace of reforms and the importance of moving from policy design to policy implementation;

**Youth employability:** The region suffers from persistent skills mismatches and insufficient job creation to meet the growing supply of labour (especially qualified workers), even in countries where there is a modest economic recovery. Therefore, mechanisms to ensure stronger economic sector involvement and reinforced inter-ministerial coordination for skills anticipation and matching as well as a more entrepreneurial culture and skills are needed. Improving the transition from school to work remains a priority in most countries due to the lack of limited practical skills (including work-based learning), the ineffectiveness of career guidance services and the weak role of public employment services. Job creation in the private sector is a key challenge across the region. While the countries are introducing a wide array of HCD schemes to support financing, training and support, the priority is to give more attention to specific groups, such as young people and women, and SMEs where the job generation potential is highest;

**Human capital dimension of migration:**

Another high priority stems from the waves of outbound and inward migration (including refugees). The challenge is located mainly in Lebanon and Jordan but is progressively affecting the other countries in the region). This represents a huge challenge to the human capital system in terms of investment of the education of the youth as well as pressure on the labour market in the other hand;

**Multi-level governance in VET:** all SEMED countries are addressing fragmentation in their VET systems by introducing different mechanisms for improving coordination among key partners and moving towards increased

decentralisation. Multilevel governance and the active involvement of social partners are perceived by countries in the region as crucial for the success in implementing reforms. Complementing the trend towards devolution of powers to regional and local levels, is the growing awareness of the importance of the local dimension of human capital development, and ensuring that VET providers have adequate autonomy to deliver relevant services. Improving financing and funding of both initial and continuing VET are key priorities to cater for growing demand for VET provision, and optimise the use of scarce resources;

**Skills development to address socio-economic demands:**

The Torino Process acknowledged the need for a combination of long-term structural interventions and quick-win actions in human capital development to alleviate social pressure. To enhance the socio-economic effectiveness of VET, the main priorities are: i) increasing access to education and training; ii) improving TVET attractiveness and iii) enhancing the quality of VET provision to match the expectations of citizens and businesses. This includes the need to diversify VET provision to adapt to the requirements of multiple beneficiary groups and address the very problematic situation of teachers and trainers across the region. NQFs are on the agenda of most countries, but progress is generally slow. Furthermore, special attention should be given to the quality of early education to develop strong basic skills for all (including immigrants and refugees), and reduce the incidence of early school leaving and the NEET phenomenon.

**Central Asia**

In line with the declaration of Central Asian and EU Ministers of Education, the 2016 Torino Process identified the following priority areas for the region:



### Engaging the private sector in VET to strengthen labour market relevant VET:

Labour market analyses are weak and with the exception of Kazakhstan, ministries still drive curriculum developments with little engagement of business. There is a need to increase the relevance of the VET system and to increase the involvement of enterprises and social partners in VET policy development and implementation both at national and regional/local levels. This includes the operationalisation of sector councils and development of coherent policies for education-business cooperation. In this context, a further priority is to continue the development of national qualifications frameworks with active private sector involvement of the private sector as a tool to reinforce VET relevance;

**Quality VET provision:** Countries have started to introduce a more systemic approach to quality assurance and management, and the capacity of schools to monitor VET quality is gradually improving. There is a need to adapt programmes to the needs of the labour market and provide continuing professional development (CPD) to vocational teachers and trainers to ensure the implementation of new approaches foreseen by VET reform;

Improved cooperation between ministries and with social partners could further strengthen the quality of policies although the 2016 Torino Process has shown an increased engagement in evidence-based policy monitoring, more data collection and in particular data use for policy making and implementation remains a priority.

## 1.2 EU POLICY CONTEXT

Three main EU policy clusters influence and shape the priorities and actions of the ETF:

1. The ten political priorities of the EC and the annual work programme

2. Strategic framework for European cooperation in Education and Training (ET 2020)<sup>13</sup>

3. The Copenhagen Declaration<sup>14</sup> (Copenhagen process)

Under the ten political priorities of the European Commission launched by President Juncker, certain priorities like the *New Boost for Jobs, Growth and Investment* and the *Stronger Global Actor* influenced the overall planning of the ETF. Other priorities (e.g. the *Towards a new Policy on Migration* initiative) are particularly relevant to the content of human capital development and the geographical coverage of the ETF.

It is expected that until 2020 other political priorities of the EC, such as trade, will influence the ETF's work as they combine the human capital development dimension with the external relations dimension. Thus, the ETF's collaboration with Directorates and departments of the European Commission is expected to become richer and more diverse over the coming years.

Within the ten political priorities and the EC work programme actions, the new EU Skills Agenda package<sup>15</sup>, has perhaps the most direct influence on ETF activities. In this regard, the ETF's priority will be to reinforce complementarity between EU policy and its relevance for the partner countries, for example by continuing to support and promote the Vocational Skills Week initiative in all partner countries, with a special emphasis on candidate country participation. In addition, the ETF will give priority to complementarity between the upcoming *Review of the Key Competences Framework*<sup>16</sup> and the ETF's operational work in the areas of qualifications and VET provision. Similarly, the adopted *Recommendations on the European Qualifications Framework*<sup>17</sup> and on *Tracking Graduates*<sup>18</sup> will influence the ETF's work on qualifications in the partner

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13. 2009/C 119/02

14. [http://ec.europa.eu/dgs/education\\_culture/repository/education/policy/vocational-policy/doc/copenhagen-declaration\\_en.pdf](http://ec.europa.eu/dgs/education_culture/repository/education/policy/vocational-policy/doc/copenhagen-declaration_en.pdf)

15. COM(2016) 381 final

countries. The adoption of the proposal on the European Framework for Quality and Effective Apprenticeships will have a particular impact in the candidate countries, in the domain of provision and work-based learning. Work-based learning (WBL) has been recognised at EU level as a fundamental aspect of vocational training, being directly linked to the mission of VET to help learners acquire knowledge, skills and competences that are essential in working life.

The agenda states that skills are a pathway to employability and prosperity and a vehicle of innovation. The key issue is to tackle skills gaps and mismatches. Therefore, in the frame of the new skills agenda, the ETF will support partner countries to equip their people with the right (and new) blend of skills needed in the labour market and to support them to make better use of the skills already available. Furthermore, the ETF will support partner countries to improve the quality and relevance of skills formation, make skills more visible and comparable and improve skills intelligence to allow more informed choices.

Building on the far-reaching impact on partner country policies and instruments of the EQF recommendation from 2008, and on the more recent EQF recommendation (2017), the ETF will continue to advise countries on NQF-driven qualifications reform. The Skills Agenda package encourages coordination of the EQF with third countries, in particular, with Enlargement and Neighbourhood regions, and advocates its potential to inform legal migration through the skills tool kit.

The Skills Agenda package also stresses the role of skills intelligence and information for making better career choices and for more effective skill strategies in key economic sectors. In terms of matching and anticipation, the ETF, Cedefop and the International Labour Organization (ILO) have

developed comprehensive guidelines, which are practice-oriented tools for policy makers and experts, and apply the latest knowledge and experience of relevant EU practices and initiatives, including those in the repository of the EU Skills Panorama. The ETF uses the guides to help countries equip themselves with anticipation tools.

The European Employment Strategy (EES) provides a framework for EU countries to share information, discuss and coordinate their employment policies. Overall, the EU employment strategy represents a key reference for policy objectives and the organisation of effective policy making in partner countries. In this respect, the ETF will also draw on the implications for partner country VET policy from the relationship between trade and employment, as outlined in the EU Communication from October 2016 *Towards a robust trade policy in the interests of jobs and growth*.

The Communication and the Council conclusions on the *Global Approach to Migration and Mobility* (GAMM) mentions the importance of the skills dimension of migration. This is expected to provide a key reference for ETF work in particular in the Eastern Partnership and SEMED regions.

The EU Youth Employment Package (2012), which includes the *Youth Guarantee* (2013), the *Quality Framework for Traineeships* and the *European Alliance for Apprenticeships*, is a key reference for the ETF's work, especially given the high levels of youth unemployment that plague partner countries. In addition, the ETF takes into account the *Youth Employment Initiative* (2013) and the Communication "*Working together for Europe's young people – A call to action on youth unemployment*" (2013).

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16. 2006/962/EC

17. 9620/17

18. COM(2017) 249 final



The *Youth Guarantee Scheme* (2013) increasingly inspires the ETF partner countries to improve transitions to work in a context of uncertain labour markets and weak institutional settings.

Long-term unemployment, economic restructuring and social vulnerabilities greatly affect the adult population of the ETF partner countries. Timely and demand-relevant upskilling and reskilling of jobseekers, low-skilled and other groups at social risk, coupled with sound support for activation are EU-recommended priorities (e.g. Employment Guidelines, and the Commission initiative on long-term unemployment), which the ETF will follow in its advice and support to partner countries.

The ET2020 framework continues to steer the priorities and activities of the ETF. Instruments and tools have been developed together with approaches to foster effective partnerships that are also relevant for the ETF partner countries as potential reference systems; for example, the Council recommendation on the validation of non-formal and informal learning (2012) and the European Quality Assurance Reference Framework (EQARF)<sup>19</sup>.

The ETF's policy support tools and indicators in entrepreneurship and enterprise skills draw specifically on the human capital principles of the Small Business Act for Europe (SBA), as well as on *Rethinking Education* and its focus on entrepreneurship key competences. They also draw on the wider entrepreneurship skills promotion drive of ET2020. Furthermore, the emphasis given to skills intelligence within the New Skills Agenda reinforces the SBA commitment to tracking SME skills data and cooperation between business and education.

The Copenhagen Process is another source of influence for the activities of the ETF. Under the 2015 Riga Conclusions, the ETF will continue its support to the candidate countries in

implementing actions under the five Medium Term Deliverables (MTDs) and in monitoring their implementation. The Riga interim report, drafted jointly by the ETF and Cedefop in 2017, provides input regarding possible areas that need further attention. The Riga findings will also feed into the discussion on the future of VET. In this regard, developments in the five MTDs will shape the work and priorities of the ETF, especially in the candidate countries.

The ETF supports EU cooperation as framed by the strategy for EU as a Global Actor. The ETF contribution takes place under the specific policies and instruments for each region, and according to the priorities and cooperation agreements reached by the EU with each partner country.

The EU's Enlargement Strategy published in 2015 followed by the Communication on EU Enlargement Policy published in 2016 confirms an approach based on three priorities: the promotion of fundamental rights and freedom, the reform of public administration and economic governance. The latter, which is the most relevant for the work of ETF, is key to addressing the concerns of citizens in a persistently difficult economic environment, with high unemployment and low investment. Building on the experience of EU Member States in the European Semester, the Economic Reform Programme (ERP) process provides the framework for improving economic governance in the Enlargement countries. The Enlargement Strategy refers to the importance of regional cooperation and progress in the context of the Berlin Process, where youth and education is a key priority as is the Smart Specialisation Strategy, which can encourage further investment in innovation and VET.

The ETF will continue providing input to the Commission's analysis and assessment of

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19. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=URISERV:c11108>

Economic Reform Programmes and the Employment and Social Reform Programmes in the Enlargement countries, and will follow policy guidance issued under these processes in its country and thematic work. It will also continue contributing to the bilateral dialogue between the countries and the Commission through the Sub-Committees. It will keep providing expertise input to the Western Balkans Platform on Education and Training and the Employment and Social Affairs Platform. In order to maximise investment in human development in the region, the ETF continues to cooperate with regional bodies like RCC, ERI SEE and SEECEL in areas of relevance.

The revised Neighbourhood Policy promotes stability on Europe's external borders and helps neighbouring countries develop and support deep democracy, partnership with society and sustainable economic and social development with a view to becoming stable and prosperous neighbours. The policy has led to close cooperation between the EU and eligible countries, particularly those with Association Agreements or Advanced Cooperation Status (Jordan, Morocco, Tunisia, Georgia, Moldova and Ukraine).

Following the adoption of the EU strategy for Syria, the ETF may need to support the EU vision for rebuilding a peaceful Syrian nation and a pluralistic, tolerant society. Similarly, the ETF will follow the possible implications for its future work in the light of the fifth EU-Africa Summit and the defined strategic objectives and priorities in EU relations with the ETF's partner countries in Africa.

The EC conducted a review of the Neighbourhood Policy in 2015. It enhanced the focus on stabilisation and resilience in the eligible partner countries and has led to greater attention being given to key priorities,

including those relevant for ETF work, such as governance of reform; economic diversification including integration with trade agreements; improving the business climate including entrepreneurship; outreach to civil society; improving job opportunities in particular at local level; and migration. Both in the South and the EaP, it has led to a stronger focus on youth employment and employability with new regional programmes. Furthermore, inspired by the Investment Plan for Europe, the EC presented an External Investment Plan for Africa, which may influence work in the partner countries in North Africa.

The ETF's contribution to the Neighbourhood focuses on human capital development for sustainable economic and social development and good governance. The ETF supports EC programming and regular monitoring of progress through instruments such as the employability fiches and SBA assessments, as well as through participation in bilateral subcommittees.

In Eastern Europe, the ETF's work supports platforms 2 (economic cooperation) and 4 (people-to-people contacts) of the EaP in its objective of inclusive economic development in the EU's neighbouring countries, with an emphasis on youth employment, entrepreneurship key competence development, SME skills and skills intelligence. To the south, the ETF supports the EU-Mediterranean dialogue on employment, the dialogue with the Southern Mediterranean on education, the Euro-Mediterranean Industrial Cooperation Working Group and EU involvement in the Union for the Mediterranean.

The EU Development Policy concentrates on good governance and on human and economic development. ETF activities focus on human capital development policy, governance at school or local levels, as well as the contribution



of human capital to economic progress, for example, through school-business cooperation and entrepreneurship.

In 2016, the EC published a Communication proposing a new European Consensus on Development, which aims to update the EU development response to current global challenges and to promote the implementation of the 2030 Sustainable Development Agenda within EU external relations. The ETF will draw on this approach in particular in the EU neighbourhood as well as in Central Asia.

In Central Asia, the EU Strategy for a New Partnership with Central Asia (2007) frames the ETF's input, in particular through the EU-Central Asia Education Platform. The Council conclusions on the EU Strategy for Central Asia (2015) stressed that the main objectives and priority areas of the 2007 strategy remain pertinent. The Council emphasises the fundamental importance of democratisation, respect for human rights and the rule of law, and socio-economic development, all of which are essential elements of the strategy.

## 1.3 INTERNATIONAL HCD POLICY CONTEXT

The principal international policy initiative which influences ETF priorities is the UN Sustainable Development Agenda adopted in September 2015 by all the ETF partner countries. The agenda, inter alia, confirms the key role of economic growth and inclusion strategies in fighting poverty, tackling climate change and environmental protection. It advocates a multi-policy approach bringing together a range of social policy areas including education, health, social protection, and job creation and employment. More specifically, the agenda formulates two specific goals which represent priorities for the ETF work, namely:

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning;

Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all.

Beyond the global Sustainable Development Agenda, there are common policy priorities and initiatives taken by the international community to improve the contribution of human capital development to social and economic development. In particular, the international community of human capital development actors, led by UNESCO and the Inter-Agency Group network is sharing information and developing methodologies and tool in a range of key policy areas such as: the future of work, including digital skills; matching and anticipation of skills needs and shortages; qualifications and qualifications systems; the contribution of skills recognition for migration management; work based learning and apprenticeship; teacher and teacher training; education information systems/key performance indicators; and, entrepreneurship.

The international policy action areas confirmed in the Inter-Agency meeting of June 2017 complement the strategic project areas addressed by the ETF in its partner countries. This complementarity provides the basis for ETF cooperation with international partners in terms of sharing policy information and analysis, developing methodologies as well as opportunities for field cooperation in partner countries.







# II. MULTI-ANNUAL PROGRAMMING 2017-20

**Section II outlines the principles, assumptions, objectives and priorities which shape the ETF's multi-annual programme and influence its annual work programme, which can be found in Section III.**

## 2.1 KEY PRINCIPLES

**Geographical prioritisation:** The ETF's interventions reflect the priority and interventions of the EU in each partner country, with particular reference to the human capital development (HCD) sector. These priorities are dynamic and subject to change according to EU and international developments, the context in the partner countries and the decisions of the ETF Governing Board. In 2018, the ETF will give high priority to supporting VET reform in the European Neighbourhood countries of Ukraine, Georgia, Moldova, Tunisia, Morocco and Jordan and the candidate countries. Other Neighbourhood countries and potential candidate countries will have medium priority, while the countries of Central Asia, Russia and Israel will be given low priority. No activities are currently considered in Syria or Libya.

**Differentiation:** the ETF's interventions are differentiated according to the EU priorities as well as the context of each partner country as identified, inter alia through the 2016-17 Torino Process;

**Focus:** the ETF focuses its interventions around seven strategic project areas to ensure a critical mass of resources within the agency;

**Ownership:** the ETF's interventions take into account the partner countries' readiness and willingness to engage in HCD reform;

**Cooperation and complementarity:** the ETF engages in structured cooperation with other international and bilateral actors to scale up ETF work and multiply its potential impact;

**Impactfulness:** The ETF intervention logic (Annex XII) outlines the cumulative contribution of annual outcomes to impact on the human capital development systems in partner countries. Over the four year programming period, the ETF contributes to improvements in the internal performance of the VET system. These changes at system level are measured by dedicated indicators which track improvements in the delivery of work-based learning; integration of qualifications frameworks; inclusion of entrepreneurship as a key competence; reinforcement of coordination mechanisms; and production and use of evidence in monitoring and evaluating VET policy. Over the seven years of the ETF strategy, impact is measured by indicators of improvement in the external performance of the VET systems in terms of its attractiveness, efficiency and effectiveness;

**Added-value:** The ETF's added value comes from its neutral, non-commercial and unique knowledge base consisting of expertise in human capital development and its links to employment;

**Organisational performance and development:** the ETF applies a performance management framework (PMF) to ensure efficient and effective organisational performance and proactive organisational



change. The PMF is based on a cascade linking corporate objectives with departmental and individual objectives monitored through a set of Key Performance Indicators (see Annex XI);

## 2.2 ASSUMPTIONS

The ETF multi-annual objectives have been proposed under the assumption that:

- the ETF's principles, priorities and objectives are consistent over the multi-annual programming period – a precondition for effective and sustained transformation in partner countries;
- partner country stakeholders remain committed and engaged in VET reform;
- the level of financial and human resources for the ETF from the EU budget is continued.

## 2.3 OBJECTIVES AND PRIORITIES

The ETF works within a structured cascade of general, specific and operational objectives (see Intervention Logic Annex XII). The general objective guiding the ETF 2017-20 derives from the goals set in the ETF strategy 2014-20 namely:

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

Goal 2 - EU policy support: To support the external dimension of EU policies in human capital development

Taking this into account, the ETF's general objective for 2017-20 is to 'contribute to human capital development in the context of EU external relations through improved VET policies and systems, including improvements in labour market integration and reintegration'.

### 2.3.1 Specific objectives and priorities

The general objective is achieved through five specific thematic objectives which reflect the policy needs of partner countries and draw on relevant EU and international policy frameworks and methodologies. These specific objectives are complementary and interactive to ensure a sustainable, system wide and system deep policy change across initial and continuing VET tailored to each partner country context. The following section outlines the specific objectives, and, in particular the priorities which guide ETF's work 2018-19.

#### 2.3.1.1 VET Governance systems and evidence-based policy making

As demonstrated by the Torino Process reports, in recent years, ETF partner countries have made efforts to improve their policy making processes to make vocational education and training more effective in generating skills that support economic development and social cohesion. The ETF supports partner countries in these efforts along two lines of action. The first is to work towards evidence-based policy making and, in particular, to develop a culture of policy analysis building on a deep understanding of the challenges to be addressed as well as of monitoring progress in the implementation of policies for feedback and policy adaption. The second is to work towards multilevel governance in VET promoting the active participation of key stakeholders across the different functions of the VET system, the existence of institutional settings that ensure clear roles and accountabilities, and that decisions are taken at the right level according to the principle of subsidiarity.

For 2018-19 the priorities for these two areas are:

#### *Policy analysis and system wide monitoring*

Based on the results of the 2016 Torino process outlines in section I, the 2018-19 priorities will

focus on (i) reinforcing the information basis and systematic collection of evidence and (ii) creating a solid framework for policy evaluation to supporting policy making better. Under these priorities, the ETF will support partner countries in moving away from the ad-hoc creation of evidence and limited use for policy making, reinforcing partner countries evidence collection and communication among actors. This priority will build on the positive progress made in developing policy networks and strengthening the policy analysis and monitoring culture across the system, continuing to support the development of a multilevel and multi-actor governance system.

The ETF will also give priority to targeting country specific needs in reinforcing evidence-based policy making and monitoring capacity. In the candidate countries, the ETF will focus in particular on monitoring and analysing progress towards the achievement of the Riga Medium Term Deliverables (MTDs) and on linking it to the European Skills Agenda.

The expected intermediate impact of ETF support for policy analysis is progress in partner countries in accessing evidence and using it for the systematic monitoring and/or evaluation of education/VET policies.

### ***VET governance***

Following on from the analysis in section I and the progress in VET governance in partner countries, in 2018-19 the ETF priorities are: (i) the vertical dimension of governance, addressing subsidiarity, including decentralisation where relevant, in its dimensions of legal frameworks, institutional arrangements including coordination mechanisms between national, local and sectoral level, (ii) the development of public-private partnerships, and (iii) financing as a key driver for VET policy reform focusing on governance bodies and mechanisms making the financing chain operational and serving policy objectives. Furthermore, the ETF will give

priority to supporting DG NEAR in an in-depth analysis of VET financing as an input to the preparation of an EU intervention in a selected partner country.

The ETF will also continue to support country specific needs to reinforce horizontal coordination mechanisms among state and non-state actors and foster productive partnerships. The ETF's work will also reflect the EU Work Programme's focus on supporting innovation notably through smart specialisation.

The expected intermediate impact is progress in the implementation of horizontal and vertical coordination mechanisms between actors at national, territorial and sectoral levels.

### **2.3.1.2 VET provision and quality assurance**

Improving the quality and relevance of VET provision is a priority of VET reforms in all ETF partner countries. The ETF's priorities are to support countries to progress in (i) introducing and enhancing work-based learning and digital and on-line learning, (ii) strengthening the continuing professional development of VET teachers and trainers; and (iii) modernising their quality assurance policies and mechanisms, as follows.

### ***Strengthening work-based learning (WBL) in VET***

As in the EU, ETF partner countries have recognised the need to engage the private sector and business better in the VET learning process and to strengthen the practical learning component to foster the development and implementation of work-based learning opportunities in initial VET, including apprenticeships. The first phase of ETF support to the partner countries focused on raising awareness on the potential and modalities for enhancement of WBL as well as the development of relevant tools. This prepared the ground for WBL policy development and implementation. Also, all EU



candidate countries have joined the European Alliance for Apprenticeships (EAfA) and made a commitment to implement the Riga Mid Term Deliverables on work-based learning by 2020.

The priority for next phase of ETF interventions is to help partner countries to develop and implement concrete policies to strengthen work-based learning in VET. More specifically, this will be achieved by (i) raising quality in work-based learning provision and (ii) improving mechanisms for employer engagement and cooperation with vocational schools. The regional approach applied in the previous awareness raising phase will move towards more country-specific actions. Tools developed by the ETF so far will be applied in capacity building actions and adapted to specific country needs. This will contribute to the expected intermediate impact of progress of partner countries in having coordination and financing mechanisms for work-based learning.

#### ***Ensuring the continuing professional development of vocational teachers and trainers***

The 2016-17 round of the Torino Process demonstrated that VET teachers are a priority for almost all ETF partner countries. Strengthening the continuing professional development (CPD) of vocational teachers and trainers is a precondition for improved learning and teaching in VET and was established as one of five key priorities for VET in the EU until 2020. Over the last three years, the focus of ETF actions has been on improving the knowledge base, informing policy making and supporting the implementation of policy for professional development of VET teachers in the SEET region through a series of concrete demonstration projects. In 2018 and building on work carried out to date in this area, the ETF will give priority to: (i) expanding the geographical scope of the project; (ii) go beyond continuing professional development to address more broadly and extensively the issues and opportunities surrounding VET teachers with the aim to help

policy makers and practitioners to benchmark provision and also to understand the condition and the needs of the VET teaching profession in their countries; and (iii) supporting the teaching practice through support for innovation in the form of digital pedagogy in VET and continuing professional development.

#### ***Comprehensive approach to quality assurance***

Many partner countries are developing initiatives in quality assurance and recognise the role of vocational schools in this process, but most actions are still ad-hoc. Improvement of VET provision and VET systems requires a systemic and systematic approach to quality assurance (QA). The ETF will give priority to advocating systems for the regular review and modernisation of quality assurance policies and mechanisms need to be regularly reviewed and modernised to be effective in meeting labour market demands and learners' needs. Through knowledge sharing and peer learning the ETF raised partner countries' awareness and commitment to develop a systemic QA approach in VET. The ETF's priority in 2018 (and beyond) will be to support partner countries in the systematic monitoring of QA improvements to allow partner countries to progress in planning and/or implementing policies and practices. The main tools will be the ETF Transnational Forum for exchange and collaboration on QA issues in VET (SEET and SEMED regions) established in 2017. The Forum will allow the ETF to address the priority concerns of partner countries and will be gradually expanded to cover a larger number of partner countries up to 2020.

#### **2.3.1.3 The modernisation of qualifications and qualification systems**

The ETF's partner countries have made varying progress in modernising their qualification systems. Most of the 25 countries developing an NQF have adopted legislation, established some form of stakeholder platform body,

allocated roles and functions to institutions and introduced some quality assurance tools and system elements aimed at quality-assuring the qualifications.

All frameworks should produce similar benefits: relevant, portable qualifications that enable lifelong learning and are understood and trusted by employers. NQFs should also influence systems to be more outcomes-oriented reaching into learning and teaching processes to directly benefit learners. Countries have developed and adopted outcomes-based occupational standards and qualifications. Now they need to properly implement them, which means linking to provision, the curriculum, their use in certification to underpin outcomes-based qualifications with quality assurance systems and tools that encompass both providers and the qualifications themselves.

ETF interventions are decided on the basis of an assessment of the development stage countries have reached. In SEET, priorities are to populate the frameworks more intensively, including by levelling methodologies; on systems for validation of non-formal and informal learning linked to the respective NQF; and on tools such as handbooks. In SEMED, the priority is to ensure NQFs are more firmly embedded in national VET systems by contributing to development of expertise in national institutions, agreeing on the concept of the NQF; advice on legislation and the enabling infrastructure, including institutional arrangements and quality assurance. In Eastern Europe, the ETF will advise countries on concepts and strategies including integrating VET and higher education components of NQFs, drawing up implementation plans and roadmaps, on legislation, institutional functions and roles and methodologies for development, review and application of occupational standards; and, in more advanced NQFs, communication tools such as dedicated websites.

The expected intermediate impact is to contribute to the progress in having qualifications defined by learning outcomes placed in NQF.

#### **2.3.1.4 Employment, skills and employability (including skills and migration)**

Equipping people with the skills needed in the labour market and supporting people to make better use of the skills already available are high priorities for ETF partner countries, as identified in the 2016 Torino Process. The ETF's priorities are to assist countries to progress in (i) identifying present and future skills needs, (ii) supporting transition to work and (iii) supporting the skills development dimension of migration, as follows:

##### ***Identification of present and future skills needs***

Identification of present and future skills needs to reduce skills mismatch and enhance the external efficiency of VET systems is a priority for ETF partner countries. Efforts so far have focused on the identification of mechanisms for better understanding skills demand at national, regional/local and economic sector levels also including the launch of skills intelligence tools. They have also focused on using available information sources to understand the nature and extent of skills mismatch. However, these efforts are often ad-hoc, one off, donor supported actions, while the intelligence they produce seems to have difficulties becoming embedded in the regular planning routine. Moreover, they deliver high amounts of complex data which, according to partner countries, are at times difficult to process and use due to capacity limitations. At the same time available information gives poor evidence for the identification of the nature and skills mismatch.

The ETF has supported partner countries in the identification of mechanisms to anticipate skills demand through the development of



methodological guides (in cooperation with Cedefop and ILO) and peer learning activities. The priorities in 2018, will be to (i) support selected countries to upstream existing tools and mechanisms or to set up new ones, where needed, (ii) further facilitate peer learning on the implementation and use of intelligence tools, and (iii) hold a debate with partner countries on the nature, extent and implications of skills mismatch in the broader frame of economic and technical change.

### ***Transition to work***

The 2016 round of Torino Process showed that most ETF partner countries are facing huge challenges in ensuring smooth transitions to work for young people, the low skilled, jobseekers and other vulnerable groups. To address this problem effectively, the ETF's priority will be to support partner countries to develop effective and systematic mechanisms to bring supply and demand together, so that people are equipped with the skills required on the labour market. In 2018, based on the EU 'Youth Guarantee' initiative, the ETF will give priority to supporting partner countries in developing and implementing policies to support young people's transition to work. This will entail in depth discussions with countries on different methods to improve policies for youth transition.

### ***Skills development dimension of migration***

Increased labour mobility puts education and training systems under pressure to provide the skills that enable people to work both in domestic and foreign labour markets. However, as demonstrated by previous ETF work, imperfect labour markets and asymmetric information often do not allow labour migrants to use their skills both in the country of origin or in the destination country, as recognition of qualifications, validation of skills, job matching mechanisms remain weak.

Within the scope of the European Agenda on Migration, the next phase of ETF intervention is to support the formulation and implementation of policy measures and mutual learning on the transparency and portability of skills and qualifications of partner country citizens, both as potential and actual migrants and as returnees. Moreover, the ETF will also raise awareness and facilitate an exchange of knowledge on existing migrant support measures from an employment and skills development perspective, in view of supporting Mobility Partnership agreements implementation and negotiations, when requested.

The expected intermediate impact is to contribute to the progress of partner countries in improving the employability rates of VET graduates over time.

### **2.3.1.5 Entrepreneurial learning and enterprise skills**

Set against the human capital provisions of the Small Business Act for Europe (SBA), the thrust of ETF work on entrepreneurial learning and enterprise skills comprises policy analyses, recommendations and dissemination in three partner regions: pre-accession, Eastern Partnership and the Southern Neighbourhood. More specifically, the objectives of the assessment drive are two-fold. Firstly, to determine progress and constraints in each country's efforts to promote a) entrepreneurial learning, b) women's entrepreneurship and c) SME skills. Secondly, by way of the analysis and recommendations, to support the European Commission in assisting the countries to improve both policies and their implementation.

The SBA analysis and follow-up recommendations for each of the 21 countries<sup>20</sup> also reflect a wider evolution of EU human capital policy as well as developments in the EU's relations with the countries and/or regions, as appropriate. In this area, the ETF's priorities will be more specifically:

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20. Syria and Libya are not included in the SBA assessment drive.

- a) for the pre-accession region, a revised set of indicators dovetail with the EU's commitment to improve the entrepreneurship key competence in vocational education and training (Riga recommendations), the European Entrepreneurship Competence Framework (EntreComp), the Competitiveness Outlook of the South East Europe 2020 Strategy (SEE2020) and follow-up the conclusions of the 2017 Trieste - Western Balkans Summit on economic integration and SME development;
- b) for the Eastern Partnership countries, the SBA assessments will build on earlier awareness-raising and network building efforts supported by the European Commission's Eastern Partnership Platforms on Economic Integration and Convergence and People to People, with EU Policies in entrepreneurship key competence (EntreComp) and women's entrepreneurship, including how improving the skills base of SMEs;
- c) for the Southern Neighbourhood, outcomes of a 2017 SBA assessment in three areas (entrepreneurial learning, women's entrepreneurship and SME skills) will be disseminated.

Intelligence from all three regional assessment drives will feed into next phase Torino Process reviews scheduled for 2019 and provide a basis for discussion in-country on priority setting particularly in the pre-accession region through the Economic Reform Programmes (ERPs) and programming assistance to EU Delegations.

An additional priority for the ETF will be to accompany the policy reviews with a wider effort to promote implementation of policy through customised support at country-level as well as through sharing knowledge and know-how between policymakers and training providers, and more broadly through an on-line good practice forum and regional networks.

## 2.3.2 Operational objectives and priorities

The operational objectives outline 'how' the ETF supports partner countries through the functions foreseen in the ETF legal base. These comprise support to EU assistance, policy analysis, capacity building and communication, knowledge dissemination and networking.

### 2.3.2.1 Support to EU assistance in the context of EU external policies

Human capital development remains high on the agenda of the reviewed Enlargement and Neighbourhood Policies and consequently in the 2014-20 programming period of EU external assistance instruments. The financial allocation to the area of employment, social policies, education, promotion of gender equality and human resources development varies between 8% and 23% by country in the bilateral IPA II 2014-20 allocations. All the Single Support Frameworks 2014-20 for the European Neighbourhood Instrument South (ENI-South) include skills development as part of the three priorities for the programming period. In the ENI-East 2014-20 programming, priority is given to areas such as employment and VET, education or private sector development. In Central Asia all countries except Kazakhstan receive bilateral EU support for reforming VET.

The ETF provides support to EU Institutions, namely EC services, EEAS and EU Delegations, upon their request, for the different phases of the EU external assistance project cycle (identification, formulation, operationalisation and implementation, monitoring and evaluation including indicators for budget support). The ETF also provide input to the external assistance related EU policy dialogue and reporting processes on HCD. The ETF's objective throughout the 2017-20 period remains providing high quality expertise support to enhance the relevance, efficiency, effectiveness of EU interventions and contribute to their impact



in the partner countries. A key conditionality for the success of function is to consult and agree on different requests for support with the Commission services and delegations well in advance, but to retain a degree of flexibility to be able to be responsive to new emerging needs and priorities in EU external relations.

The priorities for 2018-19 focus on

- Ensuring highly quality and timely support and products to for all the project cycle phases and sector policy dialogue as requested;
- Constant dialogue with the EC services and EU Delegations to for optimal use of the ETF added-value in supporting EU external assistance in HCD;
- After having enriched its expertise in design and evaluation of EU interventions in 2015-17, the EU support function will in 2018-19 further develop the content and methodological advice to the EU Delegations for operationalisation and implementation of EU interventions.

### **2.3.2.2 Provision of policy analysis and policy advice**

The provision of policy analysis represents a cross-cutting operational objective which is fundamental to achieve all specific objectives, and is embedded in all the strategic project action plans. While the Torino Process represents the ETF flagship activity on policy analysis (as outlined in Specific Objective 2.3.1 above), all other strategic projects help countries develop in-depth information and analysis on policy developments in their specific policy area. These use the same principles of evidence-based analysis, participatory approaches with broad stakeholder engagement. The ETF priority for 2018 and 2019 is to reinforce the information basis and systematic collection of evidence across all specific objective areas. A second priority is to mobilise new instruments for evidence gathering on specific policy areas (as in the case of VET teachers) and make best use

of existing information for analysing relevant phenomena to inform policy development (as in the case of skills mismatch).

### **2.3.2.3 Support to capacity building**

Building capacity in partner countries represents a transversal objective across all ETF strategic projects and policy areas. The main focus of ETF work in capacity building is to develop the capabilities of partner country stakeholder groups across all phases of the policy making process.

As partner countries gradually shift towards implementation of policies and adopt more participatory approaches in VET reforms, the number of stakeholders involved in the policy making process is increasing through time. The priority for ETF in 2018 and further is to enhance its outreach covering a larger group of stakeholders and tap the potential of co-working opportunities with the help of digital technologies. To address this priority, pilot actions will be launched by the Strategic Projects when pursuing capacity building of national stakeholders. Also the effectiveness of on-going actions will be evaluated. Interaction with partner countries stakeholders through digital means will complement capacity building actions through face-to-face meetings with national and sub-national stakeholders. A second priority is to continuously enhance the effectiveness of its face-to-face meetings building on the ETF Quality Assurance of events methodology developed in 2016. The focus will be on the implementation of innovative meetings designs corresponding to the objective of the meetings and the nature of stakeholders as well as on the monitoring of follow up action.

### **2.3.2.4 Communication, knowledge dissemination and networking**

Effective external and internal communication are central to the delivery of the agency's mission and achievement of its impact. The ETF's communication activities must therefore be closely aligned with, and actively support

corporate objectives and the delivery of the specific objectives and actions at project level.

The ETF's communication activities support networking, partnership and knowledge sharing in its field of competence with stakeholders and international partners. Internal communication promotes organisational effectiveness and employee engagement and ensures that the whole staff is aligned with corporate objectives.

Besides meeting the day-to-day communication needs of the organisation, the main priorities and objectives for corporate communication in 2018-20 will be to:

- Integrate communication into the ETF's project and country activities starting from the planning stage and ensure timely dissemination of developments in the partner countries and results and findings of ETF activities through the ETF web site, social media and publications;
- Further improve the ETF's digital communication platforms (intranet, website, online communities, social media) and integrate them more effectively with each other and with internal information systems;
- Promote a proactive approach to communicating with ETF stakeholder networks, producing tailored communication products for different target audiences in line with a map of ETF stakeholders and their communication needs;
- Maximise the value of the ETF's expertise content by packaging it effectively across multiple media (print, graphic, audiovisual, digital, etc.) to better meet the needs of different stakeholder groups and networks;
- Reinforce interaction with stakeholders through better designed and more interactive meetings and events, as well as through online tools such as webinars and virtual communities;

- Support employee engagement and organisational effectiveness through high quality internal communication.

## 2.4 HORIZONTAL AREAS OBJECTIVES AND PRIORITIES

To ensure delivery of its specific and operational objectives, the ETF has also defined objectives and priorities in horizontal support areas. These cover partnership and stakeholder relations and organisational performance expected of an EU agency. The section also outlines objectives for transversal actions which bridge both operational and support work in the fields of: digital technology for core business, quality assurance of event management and stakeholder relations management.

### **Strand 1: Partnership and stakeholder relations**

The objectives of the ETF stakeholder relations policy over the period 2017-2020 are to work better together with its stakeholders and:

- a) Foster stronger structured relationships on human capital development with multiple stakeholders for information dissemination and exchange, networking, methodological development and joint field activities according to ETF priorities;
- b) Expand the outreach of ETF support to human capital development so all relevant primary and secondary stakeholders are actively engaged in ETF activities, and that the engagement keeps pace with the ETF priorities and context.

Drawing on the principles of ownership, alignment and harmonisation, the ETF works systematically with its primary and secondary stakeholders to share information, jointly develop expertise and methodologies and

identify opportunities for joint field work. The main institutional priorities for 2018 onwards are to improve the effectiveness and efficiency of the ETF stakeholder engagement. In terms of effectiveness the priority in particular for 2018 will be to manage the existing agreements and action plans with institutional partners to ensure results and impact focusing on the priorities agreed with partner countries. This includes the ETF cooperation with EU Member States and other agencies, such as Cedefop, Eurofound and the inter-agency network. A second priority will be to assess the opportunities to broaden the range and relevance of institutional partners and networks.

In terms of efficiency, the main priority will be to put in place an institutional stakeholder management system to systematically capture, analyse and improve the ETF capacity to engage with its primary and secondary stakeholders in partner country reform (see also transversal action 3).

## **Strand 2: Improving ETF organisational performance**

### *Strand 2.1 Performance management framework*

The ETF has a Performance Management Framework (PMF) in place to ensure its overall performance according to consistent priorities and objectives cascaded to all levels of the institution. It is intended to guarantee the achievement of quality results in terms of efficiency, effectiveness and economy through an integrated framework of performance indicators. These help measure and improve the ETF's operational and organisational performance (see Annex XI and XII). The ETF actively manages its risks at corporate and activity level in the planning process (see annex VIII) as well as in its systematic activity monitoring.

The main priorities for 2018 in the area of

performance management will be two:

1. In terms of efficiency, to implement the revised EC Internal Control Framework and tailor it to the specific needs and features of the ETF by integrating it within the PMF; and
2. In terms of effectiveness, to strengthen its capacity to measure ETF performance as a driver for improved organisational performance.

### *Strand 2.2 Human resources management*

As a centre of expertise, the ETF relies fully on its expert staff to fulfil its core mission and on its service and support staff and managers to create an enabling environment.

The three main objectives for the period 2017-20 are:

- to strengthen the ETF's performance and expertise through investing in learning and development for all staff; in leadership and people management skills, through promoting staff well-being and thus engagement;
- to adapt and design human resources policies that promote modern HR management practices, support the sustainable development and performance of the organisation, and encourage the efficient and effective use of its expertise;
- to ensure full compliance with the regulatory framework (i.e. Staff Regulations and its implementing rules) and adopt the Commission's human resources management system.

Priority actions in 2018 will continue to focus on measures to enhance performance and on the implementation of the Commission's human resources management system SYSPER.

### *Strand 2.3 Finance and procurement management*

During the period 2017-20 the challenge of

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21 Communication to the Commission from Commissioner Oettinger – Revision of the Internal control framework C(2017)2373 final



optimising the trade-off between resources and performance will continue. The ETF will therefore keep focusing on budget performance and discipline while maintaining a robust, compliant and performing financial and procurement management cycle.

The main objectives in the area of budget implementation will be:

- to enhance the efficiency and effectiveness of budget implementation using information and communication technology, in particular e-procurement solutions;
- to optimise the use of procurement instruments by sharing them with EC services and other agencies for standard procurement in particular;
- to implement the reformed EC financial regulation by adjusting administrative procedures, simplifying and streamlining financial rules when allowed by the regulation framework;
- to implement efficient quality assurance measures within the ETF performance-based management and risk assessment frameworks.

Within this framework of objectives, finding the right balance between compliance and efficiency will remain the main priority in the area of finance and procurement management.

#### *Strand 2.4 Information and communications technology management*

ICT is adding value to ETF through excellent, ETF staff centric products and services, providing solutions in a simple, innovative and agile manner. ICT solutions are secure, reliable and interoperable, focusing on the anticipation of ETF staff needs and initiatives improving, enabling and leveraging ETF work.

ICT will cooperate with other EU agencies on issues of common interest and will collaborate through knowledge and experience sharing and exchange of good practice.

The main objectives for 2017-20 will be:

- to deliver ICT Platform Excellence;
- to enhance ICT Service Excellence and Governance;
- to enable seamless and secure mobility;
- to enhance information sharing and integration;
- to be a digital innovation catalyst.

The priority in 2018 will be to start migrating ETF ICT Systems to the Cloud. The first system will be ETF's phone system.

#### *Strand 2.5 Facilities management*

Facilities ensures the effective and efficient operation of all aspects of the ETF site/premises to provide the agency, its staff and visitors with an optimal, safe and cost effective working environment, while respecting corporate and regulatory compliance.

For the period 2017-20, the objectives in this area of work will be:

- to implement and consolidate outsourced services while maintaining high standards in service delivery and increasing staff satisfaction;
- to ensure secure and independent new utilities systems so as to improve environmental performance of the agency;
- to optimise work spaces, with special attention to state of the art technologies;
- to provide healthy, safe and secure working conditions based on risk assessment and applicable regulations;

The priority in 2018 will be to finalise the implementation of the new utilities systems and ensure the supply of utilities.

### *Strand 2.6 Accounting*

In the period 2017-20, the ETF will ensure continued high quality of the annual financial statements to receive a positive opinion of European Court of Auditors (ECA). The ETF will therefore keep focusing on maintaining robust, compliant and auditable accounts and related documentation.

The ETF will be active in the accountant network of EU agencies on issues of common interest and collaborate through knowledge and experience sharing and exchange of good practice.

## **2.5 HUMAN AND FINANCIAL RESOURCE OUTLOOK 2017-20**

This section outlines the human and financial resource assumptions behind the programming document.

### **2.5.1 Overview of the past and current situation**

The Commission Communication (COM(2013)519 final) foresees a cut of 10% of the posts in the establishment plan over a five year period to reach 86 posts at the end of 2018. The ETF has reduced the staff population accordingly; while simultaneously optimising the use of the remaining staff. On one side, the ETF achieved a 99% staff occupancy rate in 2016. On the other side, the ETF has gradually increased the overall allocation of staff to the core operational job category from about 63% in 2015 to 70% in 2016 as evidenced in the job screening exercise (refer to table in section 2.3.2.2) while reducing administrative support, coordination and neutral functions. The increase in the operational category is further highlighted by the fact that natural departures used to implement the staff cuts took place nearly exclusively in Operations.

The Commission Communication also freezes the EU contribution at EURO 20.144 million over the five-year period. In real terms, this represents a budget reduction. To counter that, the ETF has optimised its use of the contribution in particular by achieving a 99.99% commitment rate in 2016 and carefully allocating savings under Title 1-staff costs to priority investments to improve working conditions (Title 2-premises and new storage and mobile devices) and to increase the operational budget in Title 3.

### **2.5.2 Resource programming for 2017-20**

#### **2.5.2.1. Financial resources**

The principle source of the ETF's revenue is the EU contribution. The ETF may also receive additional financing from other sources such as project specific funding from the EU or other organisations.

The budget year 2018 is the last year affected by the freeze of the EU contribution. A 2% increase is planned in both 2019 and 2020.

The forecast for Title 1 is based on the following assumptions: an annual 1% increase as the net result of the yearly salary adaptation and adjustment of the weighting factor; an upward impact on salary costs of the automatic increase in step and reclassification; savings from part time and staff turnover. The ETF forecasts some savings on other Title 1 expenditure such as administrative missions, socio-medical infrastructure and staff training<sup>22</sup>.

An increase is foreseen in Title 2 in 2018 mainly to fund phase two of the upgrading of the utilities system. In subsequent years, a significant decrease in building costs is planned. The planned ICT budget will only allow for very limited improvements.

Title 3 is adjusted in line with the limitations of resources and reflects the operational priorities. From 2019, operational expenditure is expected to grow, providing the resources to

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22. See Annex II – table 1 Expenditure

revisit operational priorities. As per consolidated practice, savings in Title1 will be assigned to operational activities and if appropriate to infrastructure improvements.

#### 2.5.2.2. Human resources

The ETF will achieve the full 10% staff cuts already by the end of 2017 following the retirement of two staff end 2017. There were two options to achieve the reduction in posts: either through natural departures (resignations and retirements) or non-renewal of contracts. Since 2004, the ETF has almost exclusively recruited support and service staff as contract agents. Only some AD contracts used for core experts were still for a definite period. Therefore, non-renewal of contracts was not

available as a tool to maintain the balance between human capital development experts and other staff functions. At the same time, natural departures were mainly amongst senior human capital development experts (AD contracts). Despite these difficulties, the ETF has managed to improve the share of staff allocated to core operational job categories through efficiency gains.

The following table presents the estimated evolution until 2020 in the allocation of staff to the key job type categories as per the job screening exercise.

In spite of the difficulties explained above, the ETF further increased the share of staff allocated to operational functions in 2017.

Job type (sub category)	2015 (%) Only ETF statutory staff	2016 (%) (only ETF statutory staff)	Estimation 2017 (%) (only ETF statutory staff)	Estimation 2018 until 2020 (%) (only ETF statutory staff)
<b>Administrative support and coordination</b>	23.83	18.56	18.08	18.36
Administrative support	16.69	14.55	14.38	14.61
Coordination	7.14	4.02	3.69	3.75
<b>Operational</b>	62.78	69.47	70.54	70.08
Top level operational coordination	3.01	2.27	2.31	2.34
Programme management and implementation	50.00	55.08	55.92	55.23
Evaluation and impact assessment	4.51	4.55	4.62	4.69
General operational	5.26	7.58	7.69	7.81
<b>Neutral</b>	13.38	11.97	11.38	11.56
Finance/Control	12.63	11.59	11.00	11.17
Linguistics	0.75	0.38	0.38	0.39



### **Growth of existing tasks:**

Although no major new tasks are foreseen, the ETF expects an increase in requests for services within the current mandate based on the importance of human capital development with the EU domestic and external policy priorities, international human capital development policy and the volatility of the ETF's operational environment as outlined in Section I. Building on 2017, when ETF experts contributed to shaping about EURO 400 million of EU support, demand for ETF support to EU external relations policies and assistance could rise and require adjustments to prioritisation and resource assumptions. One example of new request foreseen in 2018 is the Commission's proposal to carry out detailed analyses of governance and financing aspects of VET strategies to ensure that larger scale EU funding targets the implementation of financially sustainable VET strategies.

### **Efficiency gains**

Also before the staff reduction foreseen in the current MFF, the ETF consistently pursued efficiency gains in order to deploy the highest possible number of staff to core business functions. A major reorganisation took place in 2011, which included optimising internal processes and procedures, improving ICT tools and increasing outsourcing. The ETF has a solid basis for continuing to make the organisation more strategic and efficient with a performance based management framework, a management information system that allows real-time monitoring of operational activities and a robust platform for activity-based management. Following a reflection on making the ETF more strategic and efficient to mitigate the impact of the 10% staff cut, a further reorganisation was implemented in 2015. This entailed in particular the creation of a single operations department organised around seven strategic projects in contrast with some 50 country, regional and thematic projects previously and the

centralisation of the management of financial and procurement processes.

Other measures in 2015 and 2016 included an expertise area analysis which provided key information for improving performance through targeted learning and development and for identifying gaps to be covered through recruitments. A survey was also launched to identify potential efficiency gains. This led to the development of a digitalisation action plan including the decision to opt for the Commission systems ePrior for the implementation of the e-procurement directive and SYSPER for HR management.

The 2017-20 period will see a consolidation of the measures under development since 2015 as a response to the staff cuts. While doing so, the ETF will continue to bear in mind the conclusions of the Common Approach regarding governance, management and efficiency. The ETF is already taking advantage of common services provided by the European Commission (activity-based accounting system (ABAC)), Paymaster's Office (PMO), European Personnel Selection Office (EPSO), Office for Infrastructure and Logistics in Brussels (OIB) and uses as far as possible common procurement with the Commission and the other agencies.

### **Negative priorities/decrease of existing tasks:**

Resource constraints have obliged the ETF - in close consultation with Commission services and its Governing Board - to adopt positive and negative priorities to balance expected demands with resource availability. In all countries, the ETF will give priority to requests from the EU Institutions and Delegations. The ETF will continue to give high priority to Enlargement countries and Eastern Partnership countries with Association Agreements (Georgia, Republic of Moldova and Ukraine) and countries with Association Agreements and an advanced cooperation status in the Neighbourhood South (Jordan, Morocco and Tunisia).

Lower priority is given to the remaining countries in the Neighbourhood and in Central Asia limiting ETF actions to support to EU assistance on demand; providing opportunities to take part in the Torino Process; and engagement in regional actions. Low priority to Russia and Israel according to the bilateral EU cooperation agreements. No activities are foreseen in Syria and Libya.

However, it should be noted that the importance of skills for the achievement of EU priorities is growing both within the EU and as part of the EU's external assistance. There may be some risk that requests to respond to new priorities will cause the discontinuity of ETF support to some partner countries and jeopardize the results already achieved.

Throughout the programming period, the ETF will actively seek guidance from European Commission services and its Governing Board to be able to adapt its activities to the changing priorities in EU external relations as well as internal policy developments.

#### **Internal redeployment:**

The continuous efforts to make the ETF more efficient has allowed an increase of the total number of human capital development experts from 36 in 2008 to 48 in 2016. Following the efficiency gains achieved through the reorganisations in 2011 and 2015, the options for further internal redeployment in the coming years are limited. The functions of administration

are closely linked to compliance and it is limited how much further it can be reduced in size. Nevertheless, the ETF will continue to consider opportunities for redeployment of staff currently deployed in support services to operational activities.

#### **Conclusion on evolution of resources**

The staff cuts have forced the ETF to differentiate more in the priority setting especially between regions and countries. The ETF, guided by its Governing Board and EU institutional partners, will need to constantly monitor demands for its services and be ready to revise its priorities and actions to ensure effective support to its partner countries. The available financial resources, frozen between 2014 and 2018, will not allow a significant increase in Title 3, and increasing the outsourcing of expertise is not a viable option as an alternative to the staff cuts.







# III. WORK PROGRAMME 2018-19

**Based on the context analysis in section I, and the ETF objectives and priorities in section II, this section outlines the operational outcomes 2018 and forecast for 2019 for each project as well as horizontal support actions. The section includes the main actions and outputs and resource assumptions for 2018. Further details on ETF 2018 operational actions in partner countries are presented in Annex XIII<sup>23</sup>.**

## 3.1 ETF COMMUNICATION IN 2018

The section starts with the outline of the ETF actions in the field of communication for dissemination and networking of the operational projects as well as meeting the day-to-day internal and corporate communication needs of the organisation. In 2018, the ETF objective for communication is to strengthen stakeholder relations, develop a compelling narrative for all partners, and build trust to enhance the ETF's effectiveness through the following actions.

### Actions 2018

- Integrate communication into the ETF's project activities starting from the planning stage;
- Further improve the ETF's digital communication platforms (intranet, website, online communities, social media) and integrate them more effectively with each other and with internal information systems;
- Promote a proactive approach to communicating with ETF stakeholders, producing tailored communication products for different target audiences in line with a map of ETF stakeholders and their communication needs;
- Maximise the value of the ETF's expertise content by packaging it effectively across multiple media (print, graphic, audiovisual, digital, etc.) to better meet the needs of different stakeholder groups;
- Continue to expand the ETF's social media and online presence to create more opportunities for dialogue and interaction;
- Reinforce interaction with stakeholders through better designed and more interactive meetings and events, as well as through online tools such as webinars and virtual communities;
- Support employee engagement and organisational effectiveness through high quality internal communication.

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23. More information on the ETF's operational work will be available on the ETF website through project implementation plans and country strategies.

Outcomes 2018 - 19	Indicator
Communication plans implemented for each strategic project and country strategies where relevant;	<p><i>Weighted sum of: no. of people reached through digital media, downloads and events in Year N: (No. of people reached through digital media*weight digital media + No. of downloads*weight downloads + No. of events*weight events)</i></p>
Improve the planning and coordination of ETF communication activities in line with the Communication Strategy 2017/20;	
New website launched, stakeholder relations management system in operation, event management system in development, virtual communities and statistical databases integrated with new web platform.	
Piloting targeted communications based on a mapping of stakeholders and their needs;	
Increased use of integrated communication strategies supporting ETF activities combining print, visual, audiovisual and digital media;	
Continue to develop the ETF's social media presence;	
Build on the work of the events quality group to maximise the impact and interactivity of ETF events;	
Internal communication strengthened through implementation of enterprise social network and new intranet (Sharepoint).	

## 3.2 SUPPORT TO EU ASSISTANCE IN THE CONTEXT OF EU EXTERNAL POLICIES

The objective of the project is to support partner countries through ETF's contribution to EU assistance.

The strategic project (SP) for supporting assistance in the context of EU external policies, draws from the expertise areas of the other ETF Strategic Projects and its own project core expertise on EU external assistance policies, tools and methodologies to efficiently respond to the requests of the EU Institutions and the EU Delegations regarding EU project cycle

phases and external assistance related policy dialogue with the partner countries in human capital development.

The current assumptions for EU support in 2018 can be classified into the following types:

**Support for EU external assistance in different phases of the project cycle**, both for VET/skills programmes (or components within broader programmes) as well as sector programmes in the HRD field. The ETF is regularly requested by the EU Delegations to support identification and formulation (in 2018 XK, DZ, TN, AZ, BY, GE, UA), operationalisation and implementation through content and technical advice (AL, DZ, EG, IL, JO, TN, AZ, BY, TJ). Currently, there are no requests for evaluation. The ETF receives during the year

also from Headquarters several routine requests such as providing its view on SRC disbursement files, comments on draft project proposals, evaluation reports etc. Moreover, the ETF provides technical expertise to the Headquarters for regional EU programmes such as YEMM and EU4Y. The increase of the budget support modality in the ETF partner countries may increase the need to support policy dialogue and the complementary measures of sector reform contracts throughout the budget support cycle.

#### **Inputs to bilateral external assistance related policy dialogue and EU reporting processes.**

These requests for expertise contributions focus on SEET for enlargement related policy dialogue and on ENP countries, in particular those with reinforced cooperation mechanisms with the EU (Association Agreements and Deep and Comprehensive Free Trade Agreements, etc.). The type of routine support includes inputs to ERPs assessments, inputs to sub-committee meetings, Acquis Factsheets, Cluster meetings etc. The ETF also continues to provide intelligence on skills and migration as input to the Mobility Partnerships and migration policy dialogue.

**Inputs to regional policy dialogue.** The specific inputs depend on the EU external assistance priority agenda, e.g. issues selected under the Eastern Partnership platforms, cooperation with the Regional Cooperation Council in the Enlargement region and the Union for the Mediterranean ministerial agenda. The ETF also provides inputs to the Central Asian Education Platform, under the coordination of DG DEVCO. The ETF will also support DG NEAR in its regional programmes in the southern and eastern neighbourhood (YEM and Y4U)

**Cross-country support** includes provision of expertise inputs to training organised by DEVCO for the EU Delegations as well as to the DEVCO VET facility. The ETF will provide technical expertise also for the two-way VET mobility under Erasmus+. In December 2017, the ETF organises a seminar jointly with DG NEAR and DG EMPL for the EU Delegations of the Enlargement region to provide a platform for discussion and mutual exchange on EU bi-lateral policy dialogue and interventions in skills development and employment. This might be repeated in 2018 for Eastern or Southern Neighbourhood upon request from the Headquarters.

Outcomes 2018 - 19	Indicator
The relevance of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to programming and project design	<i>80% of the EU services supported for policy dialogue, programming/project design, monitoring and evaluation and implementation assess the ETF contribution positively<sup>24</sup></i>  <i>The ETF is requested to support implementation, monitoring or evaluation in 50% of its partner countries</i>
The efficiency and effectiveness of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to implementation, monitoring and evaluation	
EU policy dialogue on HCD issues is enhanced in partner countries through ETF policy and thematic contributions	
Resources 2018	
The expected resources are 3.4 tbc FTEs, €145,000 in project funds and €60,000 for missions.	

24. Source of verification: ETF administers an on-line feedback survey to EU services on completed requests.



### 3.3 POLICY ANALYSIS AND SYSTEM WIDE PROGRESS MONITORING

The project objective is to support partner countries to improve both initial and continuing VET policy making. In 2018, the project will specifically focus on (i) reinforcing the information basis and systematic collection of evidence for the creation of solid feedback loops and (ii) creating a solid framework for policy evaluation for better supporting policy making.

In the first area, the project will focus on the systematic collection of key indicators across ETF partner countries and the identification of sources and methods of collection to make these available in a systematic and consistent way, to reinforce policy monitoring and policy making. In addition, under this first area, the project will support candidate countries in the Riga monitoring and reporting cycle. Finally, the project will continue its capacity building actions with the creation of learning materials for supporting policy analysis evidence based policy making, and providing expert input to countries aiming at developing a system-wide monitoring system, and involving new actors and governance levels (sub-national) in the monitoring function.

All ETF partner countries will be covered by the evidence creation review and systematic collection of key indicators, and all countries will have online access to guidelines and periodic capacity building opportunities, and on-line coaching on policy analysis and monitoring. Direct expert support in 2018 in the form of coaching and technical advice will be provided to countries aiming at involving sub-national actors in the monitoring function and/or developing a system wide monitoring system (TN, MA tbc, RU, KZ, XK). Candidate countries will be supported in the reporting and monitoring cycle of the Riga mid term deliverables through the provision of expertise input to reinforce the evidence collection and analysis of progress under each deliverable.

Under the second priority, in 2018 the project will kick off the preparation of the fifth Torino Process cycle by focusing on the development of an analytical framework for policy evaluation which will be then used by all countries in 2019-20 for the Torino Process round. In 2018 the project will actively involve the ETF partner countries in the preparatory phase, making it an opportunity for policy dialogue and capacity building. In 2018, The project will deliver the evaluation analytical framework and methodology and prepare all technical tools needed to support implementation from 2019.

Outcomes 2018 - 19	Indicator
The information basis and evidence sources are strengthened across ETF partner countries	<i>Increased availability of indicators and information available across partner countries (quantity and periodicity improved)</i>
A policy evaluation framework for VET is available and used by partner countries in the 5th round of Torino Process	<i>Number of countries taking part to the 5th round of the Torino Process is maintained against the 4th round of implementation</i>
Resources 2018	
Resources are expected include 10.2 FTEs, €450,000 in project funds and €48,000 for missions.	

The ETF will cooperate with Eurofound to share information on practice to enhance the quality of methodologies and results of analyses. Furthermore, joint preparatory work will be undertaken for the analysis of the Eurofound Company Survey, leading to a tripartite cooperation (Eurofound, Cedefop and ETF) in 2019/20 for the analysis of the survey results, the ETF will focus on the candidate countries. The ETF will also cooperate with Cedefop on the monitoring of the Riga mid-term deliverables.

As part of a transversal action on digitalisation, the ETF has launched a project on open data in cooperation with Cedefop.

### 3.4 VET GOVERNANCE

The overall project objective is to support partner countries to improve both initial and continuing VET in terms of governance systems. In 2018, the project will contribute to effective policy making in VET for economic development and social/territorial cohesion and, more specifically, to good multilevel governance in VET. Actions will unfold under the following three lines:

In the field of subsidiarity, including decentralisation where relevant, the ETF will focus on countries that have opted to implement improvements in their VET governance namely MA, TN, UA and RS. ETF support will aim at strengthening the vertical dimension of VET governance systems with particular emphasis on issues linked to legislation, institutional settings including coordination mechanisms between national, local and sectoral levels, and integrated territorial development.

Public-private cooperation will be addressed in all ETF governance activities with special emphasis on reinforcing the capacity and role of social partnership at national, territorial or sectoral level. The positive role of civil society organisations in VET will also be taken into account in ETF advocacy. In 2018, the ETF will

support Moldova in strengthening cooperation between the government and social partners, in order to sustain their roles and functions in VET councils and other tripartite governance structures. The ETF will also develop a paper on forms and types of public private partnership in VET including options for institutionalisation in ETF partner countries.

In the field of financing and governance, the ETF will pilot a deep diagnostic analysis on the costs of the strategy implementation in Montenegro,<sup>25</sup> where the EU is preparing a significant bilateral VET programme. This includes explaining the sources of funding used by the countries: i) the state budget, in the limit of expenditures approved for the national institutions involved in implementing the strategy; ii) foreign donors and development partners supporting technical and financial assistance projects and programmes; iii) contributions by the private sector; and iv) sponsorships etc.

Cooperation with EU, international and regional institutions and initiatives will contribute to the implementation of these actions. More specifically, cooperation will continue with the Committee of the Regions, including ARLEM and CORLEAP, the European Economic and Social Committee and with EU social partners, including the Euro-Mediterranean Partnership (EuroMed) Follow up Committee. The ETF will continue to cooperate and exchange information and knowledge with Eurofound on social partnership issues, with a special focus on the company level.

The EGPA/IIAS network, the ITC ILO, Anna Lindh Foundation, will be partners for dissemination and knowledge sharing. Expertise input will continue for the institutional network of VET Centres and ERI SEE Steering Committee. The ETF will seize the opportunity of these forums and initiatives to disseminate the toolbox of governance products developed to support partner countries.

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25 Montenegro (tbc)

Outcomes 2018 - 19	Indicator
Policy development and implementation of VET decentralisation is strengthened, and human resources is key asset in territorial strategies for sustainable development in selected regions/countries.	<i>Targeted countries introduce mechanisms for national and sub-national coordination in VET (85% of targeted countries)</i>
Increased capacity of social partners and other civil society organisations to take an active role in VET governance at national and/or territorial level in selected partner countries	<i>Social partners and other civil society organisations increased participation by 20% in VET governance actions in selected partner countries</i>
VET governance reviews inform policy options for good and multilevel governance including financing in selected partner countries.	<i>ETF analysis on the financial sustainability of VET strategy informs decision on potential new EU intervention,</i>
Resources 2018	
Expected resources are 6.25 FTEs, €373,000 in project funds and 43,000€ of mission budget	

## 3.5 VET PROVISION AND QUALITY

The project objective is to support partner countries to improve both initial and continuing VET in terms of VET provision and quality assurance.

The enhancement of work-based learning (WBL) will be addressed in the regions of South Eastern Europe and Turkey, the Eastern Partnership and Southern Mediterranean. In the SEET region the focus will be on the five candidate countries that have selected WBL as the top-priority among the EU Riga medium-term deliverables (MTD) for VET in 2015. Following the results of the ex-ante impact assessment of policy options for WBL in 2016, the ETF will continue to support all candidate countries in the implementation of the MTD on WBL through country-specific actions. This involves targeted policy advice, capacity building actions and peer learning as well support in making best use of their participation in the

European Alliance for Apprenticeship (EAfA). In the Eastern Partnership, as a follow-up to the regional project (2015-2017), support to the countries will be provided through a regional capacity building offer (blended learning) and WBL platform as well as through country-specific actions for priority countries (GE, MD, UA and AM). In the Southern Mediterranean region, following the collaboration with UNESCO in 2017 on the review of WBL policies, the results of the studies will be shared with the countries and follow-up actions will be identified for implementation in 2019. A selected number of countries will be supported to follow-up on the recommendations from the policy review how to enhance WBL.

In the field of quality assurance (QA), the transnational policy learning platform will be operational in 2018, focusing on systemic and systematic quality assurance in VET. At least 14 partner countries from SEET and SEMED regions are expected to fully participate and to benefit from this initiative. In-between two



region-based peer learning meetings and the 2nd Annual Forum, partner countries will engage in core activities and debate supported by the electronic platform that hosts the instruments developed by ETF to support collaboration and resources. In 2018, ETF will continue to engage as an important player with the European and international expert community for QA in VET for the benefit of the ETF partner countries. Mutual contributions to events on work-based learning and quality assurance in VET are planned with Cedefop.

In the light of the results from the 2017 Torino Process, the project will conduct a cross-country survey of VET teachers and headmasters to inform policy makers about the extent and perception of continuing professional development (CPD) and, more generally, to

understand better the condition, competence and professional status of VET teachers. This survey will inform discussion on how vocational teachers can contribute to improved outcomes for learners and employers. The survey will be complemented by a project that addresses practitioners and encourages innovation. The aim is to share international good practice and stimulate the take up of video pedagogy with VET and CPD for VET teachers. Video pedagogy offers opportunities to motivate teachers and learners, to create rich learning environments and to improve efficiency. The project will also continue with regional networking to support sharing of knowledge and good practices among VET practitioners in the SEET region through the dedicated ETF Virtual Platform.

Outcomes 2018 - 19	Indicator
Work-based learning enhanced in different forms, with special attention to apprenticeships and internships/ traineeships, by involving social partners, companies, chambers and VET providers	<i>All 5 candidate countries implement MTD WBL policy options and participate in EAfA. A majority of EaP countries develop further WBL policies / or implement new WBL schemes. Results of the reviews will be shared with SEMED countries involved and follow-up actions identified for 2019.</i>
Systematic approaches to, and opportunities for continuous professional development of VET teachers, trainers and mentors introduced	<i>At least 5 countries successfully participate in an international survey that measures progress in CPD and informs policy making about VET teachers</i>  <i>Material from international Report and/or Guidance on video pedagogy is accessed by at least 100 practitioners and policy makers</i>
Further development and implementation of quality assurance mechanisms in VET in line with the EQAVET recommendation	<i>At least 14 partner countries participate in the Transnational Forum on QA in VET and at least five partner countries are committed to developing a systemic QA approach / or focus on the systematic monitoring of QA improvement</i>

## Resources 2018

The indicative resources are 9 FTEs, €690,000 in project funds and €50,000 for missions.

## 3.6 QUALIFICATIONS AND QUALIFICATIONS SYSTEMS

The project objective is to support partner countries to improve both initial and continuing VET in terms of qualifications and qualifications systems.

The Strategic Project on Qualifications and Qualifications Systems will continue in 2018 to support countries in moving their NQF through the development stages to make them a tool for modernising VET for lifelong learning, employability and competitiveness.

The ETF will provide policy advice and capacity building to AL, BA, MK, RS, TR, XK, AZ, BY, MD, UA, GE, MA, IL, EG, TN, with a differentiated approach in the interventions according to the assessment of progress in the policy stage carried out in 2017, including in the nine countries where EU projects support the modernisation of qualifications and qualification systems. The ETF will help these partner countries to develop skills and knowledge in reforming their qualification systems to enable them to progress towards achieving recognition

i.e. via measures for transparency, quality, labour market relevance, and portability of qualifications.

The revised EQF Recommendation includes provision for third countries to compare their NQF to the EQF. In 2018, ETF will assist Georgia in preparations for future comparison by analysing NQF progress and identifying actions to take against existing criteria.

It will also produce a toolkit on how qualifications can reach and benefit learners, institutions and employers, covering relationship between qualifications and curricula, and the functions of guidance, VNFIL and communication services and tools. Additionally, it will organise, cooperating with the Council of Europe, an event for experts drawn from PCs with more advanced NQFs, on integrating the VET and HE elements of NQFs.

The ETF will cooperate in 2018 with Cedefop in the following areas: (i) the World Reference Levels initiative, led by UNESCO; (ii) development of the biennial co-production, also with UNESCO, the Global NQF Inventory; ETF will coordinate the 2019 edition; 2018

Outcomes 2018 - 19	Indicator
Lifelong learning qualifications systems have progressed and skills and knowledge of partner country institutions and stakeholders developed.	<i>Partner countries make progress within, or to next, policy development stage<sup>26</sup></i>
Evidence based-policy and international policy discussions, moderated by the ETF, inform partner country reforms of qualifications systems.	<i>Application of outcomes and wider lifelong learning principles in qualification systems; recorded in NQF Inventory country chapters</i>
Candidate and potential candidate countries make progress towards referencing their NQFs to the EQF. External dimension of EQF implemented in relevant partner countries.	<i>Measures for transparency, quality, labour market relevance and portability of qualifications, and compatibility with EQF, implemented by partner countries developing NQFs.</i>
Resources 2018	
Indicative resources include 7. FTEs. €680.000 in project funds and €60.000 for missions.	

26 Measured against ETF policy stage indicators

preparation will include agreeing themes and production timetable;(iii) development and completion of the VNFIL Inventory in the SEET countries; and (iv): participation in each other's seminars on qualifications, outcomes etc.

ETF will continue sharing knowledge on qualification systems via the Qualifications Platform.

### 3.7 EMPLOYMENT, SKILLS AND EMPLOYABILITY, INCLUDING SKILLS AND MIGRATION

The project objective is to support partner countries to improve both initial and continuing VET in terms of employment skills and employability.

In the field of identification of present and future skills needs ETF will provide capacity building activities to the selected countries, namely AZ, BA, DZ, LB, MD, UA and enhance the accessibility of methodological tools to stakeholders of the partner countries through digital means. In the Eastern Partnership countries, the ETF will continue supporting the

regional "Make it Match" network started in 2014 under the EaP platform 2 to support peer learning. Moreover, ETF will finalise its study on skills mismatch (launched in 2017) in the partner countries and start a debate with the partner countries on the nature, extent and implications of skills mismatch in the broader context of economic and technological change through the organisation of corporate Conference 'Skills development - from mismatch to matching'. The ETF will foster cooperation with international organizations (ILO, OECD) and CEDEFOP bilaterally and within the framework of the Inter-agency Group on TVET, for knowledge sharing on new approaches in this field.

In the area of transition to work, the ETF will consolidate the results of the mapping of policies supporting youth transition to work in Eastern European countries. Upon the request, the ETF will contribute to the implementation of the EU funded regional programmes in the field of youth employability.

In the area of skills and migration, upon the request the ETF will provide expertise to support the implementation of skills related actions included in the Mobility Partnerships (MP) with partner countries.

Outcomes 2018 - 19	Indicator
Further development and implementation of labour market and skills intelligence tools and mechanisms	<i>At least half of the countries receiving ETF support uses labour market and skills intelligence to inform VET and skills development policies</i>
Further development and implementation of comprehensive policies and mechanisms to facilitate transitions to work	<i>At least half of countries receiving ETF support have established mechanisms to support transitions to work</i>
Increased information and awareness of partner countries about Mobility Partnerships with the EU to develop and implement migrant support measures	<i>In at least four of the partner countries with Mobility Partnership agreements, skills-related measures are developed to support migrant integration into labour market</i>
Resources 2018	
Indicative resources are 7.5 FTEs. €600,000 in project funds and €48,000 of mission budget.	



Across regions, the ETF will continue its regular monitoring of the labour market and employment situation in the partner countries and provide inputs to the EC for progress reporting and ERPs in the SEET region and the country fiches in the Eastern European and SEMED countries. It will also support to regional dialogues, such as the South East Europe 2020 Strategy and Employment and Social Affairs Platform in the SEET region and UfM dialogues and initiatives steered by the UfM Secretariat in the SEMED region.

### 3.8 ENTREPRENEURIAL LEARNING AND ENTERPRISE SKILLS

The project objective is to reinforce the contribution of human capital to each country's national competitiveness drive through entrepreneurial learning and enterprise skills.

Activities planned for 2018 in the area of entrepreneurial learning and SME skills specifically reflect the ETF's priorities to support partner countries in improving (1) policy analysis, (2) policy implementation in the areas of entrepreneurial learning, women's entrepreneurship and SME skills and (3) support

the European Commission in formulating programming interventions, as appropriate.

In terms of policy analysis, the ETF will support in-depth assessments of how all countries from the pre-accession region are accommodating the human capital provisions of the Small Business Act for Europe (SBA) in three areas: a) entrepreneurial learning, b) women's entrepreneurship and c) SME skills. These assessments build on the most recent policy reviews published in 2016 and will employ a revised indicator framework in keeping with a wider indicator package involving other partner organisations involved in tracking SME developments (OECD, EBRD). Results from the assessment will be published in 2019. In this area, all six countries of the EU's Eastern Partnership region will undergo SBA policy reviews in each of above three human capital areas in 2018/2019, kicking off in latter part of 2018. Findings and recommendations are expected 2019/2020. Lastly, the SBA assessments undertaken in the Southern Neighbourhood in 2017, will be published and disseminated in 2018.

In the field of policy implementation, based on policy recommendations from earlier SBA assessments and specific requests from governments, the ETF will provide support

Outcomes 2018 - 19	Indicator
Progress achieved in partner countries implementing SBA human capital recommendations	<i>Improvement in SBA performance on the human capital dimensions in at least 10 partner countries</i>
Partner countries develop mechanisms to identify and share good practice in training	<i>Up to 10 examples of SME skills good practice peer reviewed and available on ETF platform</i> <i>At least 3 countries with national good practice frameworks established for women's entrepreneurship training</i>
Resources 2018	
Indicative resources are 6 FTEs, €300,000 in project funds and €48,000 in mission budget.	

27 Following a recommendations from an experts meeting called by the European Commission (DG EMPL) May 2017 that the EU entrepreneurship and digital competence frameworks be co-worked 'to support policy coherence and curricula design', ETF will support the Ukrainian partners in determining options for a key competence meta-framework

to three countries' policy analysis (ME), entrepreneurship key competence developments (UA)<sup>27</sup> and entrepreneurship in vocational training (TN). In addition, to encourage partner countries to follow up on recommendations from the SBA assessments, the ETF will promulgate good practice. Firstly, a call for good practice in training to support SME internationalisation will involve peer reviews and a forum involving training providers and governments to determine how training practice can help shape policy development. A second area will concentrate on developing support tools to assist provision of women's entrepreneurship training. In both instances, the activities will borrow on the ETF good practice in training scorecard with good practice intelligence housed on a dedicated on-line platform.

In terms of expertise contribution to Commission policy, the ETF will support further developments in entrepreneurship key competence developments (DG EMPL), peer learning actions for youth and women's entrepreneurship (DG GROW), and the European Hub for Entrepreneurship Education (DG GROW). It will additionally support regional initiatives and networks (e.g. South East Europe Working Group on Industrial Policy and the Union for the Mediterranean Working Group on Industrial Cooperation).

As part of the transversal action on digitalisation, the ETF will develop a digital good practice scorecard for women's entrepreneurship.

## 3.9 HORIZONTAL ACTIONS

Building on the objectives horizontal support outlined in section II above, the following section outlines the main outcomes and actions in each support area.

### Strand 1: Actions to enhance partnership and stakeholder cooperation

Outcomes 2018 - 19	Indicator
Enhanced dialogue with the EU institutions and relevant EU bodies to ensure consistency with EU priorities and complementarity with EU policies and assistance action	<i>Stakeholder engagement</i>  <i>% of Key country stakeholders that have participated in ETF activities / N. of Stakeholder Types</i>
Reinforced cooperation with relevant EU Member State institutions by mobilising significant experiences and practices with a view to disseminating them to the partner countries	
Strengthened exchange with international and bilateral organisations and other relevant international and regional actors to ensure complementary approaches to HCD reform and opportunities to scale up ETF actions	
Actions 2018	
<ul style="list-style-type: none"><li>■ Coordinate stakeholder relation management system deployment ( see transversal action and related footnote)</li><li>■ Assess relevance of institutional stakeholders to ensure effective and efficient cooperation and opportunities;</li><li>■ Management and renewal of cooperation with relevant actors e.g. UNESCO, EBRD, British Council, RCC, EGPA</li><li>■ Elaboration of institutional agreements and joint action plans with key international and bilateral actors to enhance results and mutual accountability.</li><li>■ Analysis of ETF stakeholder participation to ETF events</li><li>■ Governing Board – improve economy of management costs</li></ul>	

## Strand 2: Actions to improve ETF organisational performance

### Performance management coordination

Outcomes 2018 - 19	Indicator
Strengthened effectiveness and efficiency of the organisation whilst maintaining compliance with the regulatory framework	<i>The Annual WP/SPD submitted on time to the EC</i>  <i>Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines</i>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Complete SPD 2019 with strategic and resource assumptions 2021</li> <li>■ Implementation of EC revised Internal Control Framework within the ETF PMF</li> <li>■ Deploy annual evaluation and audit programme, including evaluation of MTP 2014-17, and ensure timely implementation of resulting actions</li> <li>■ Optimisation of processes selected on the basis of measured performance</li> <li>■ Review of ETF records management system and completion of digital ETF historical archive</li> </ul>	

### Human resources management

Outcomes 2018 - 19	Indicator
<p>Staff engagement and thus performance strengthened through continuous attention to managerial and leadership skills development, to quality of Learning and Development activities and to staff well-being.</p> <p>Compliance with legal frameworks maintained.</p> <p>Current commercial human resources management system replaced by the Commission system SYSPER.</p>	<p><i>Staff engagement rate (+2% compared to last one)</i></p> <p><i>Quality and adequacy of L&amp;D activities (satisfaction rate &gt;80%)</i></p>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Launch a new staff engagement survey, analyse the response and incorporate follow up actions into ETF work plans;</li> <li>■ Continue investing in long-term development for managers, both as individuals and as a team, on the basis of 360° feedback exercise for development purpose;</li> <li>■ Continue designing and offering qualitative learning and development activities that meet corporate and individual needs;</li> <li>■ Introduce professional mediation support, train and appoint new confidential counsellors, and develop staff resilience;</li> <li>■ Timely adoption and implementation of new and/or revised Implementing Rules (e.g. revised mission guide, revised rule on outside activities, new expected model decision on recruitment of Contract Agents)</li> <li>■ Carry out all steps of the SYSPER implementation plan as agreed with the Commission.</li> </ul>	



## Financial and procurement management

Outcomes 2018 - 19	Indicator
Robust, compliant and performant financial and procurement management system and tools available to support an efficient, effective and economic use of ETF financial resources.	<i>Commitment appropriation implementation &gt;98%</i> <i>Payment appropriations cancellation rate &lt;5%</i> <i>Timely payments &gt;90%</i> <i>Rate of outturn &gt;98%</i> <i>Rate of successful tendering procedures (&gt; 85%)</i>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Deploy further electronic communication tools with tenderers and contractors (pre- and post-award modules of the e-prior suite);</li> <li>■ Further automate and optimise internal procedures, tools and quality assurance measures;</li> <li>■ Update the ETF Financial Regulation in line with the new General Financial Regulation and the revised Framework Financial Regulation. Adjust financial and procurement processes following the adoption of the new ETF Financial Regulation;</li> <li>■ Be an active member of the new official network of agencies procurement officers (NAPO) to gain synergy.</li> </ul>	

## Accounting

Outcomes 2018 - 19	Indicator
Correct annual accounts ensured.	<i>Positive ECA opinion</i> <i>All deadlines indicated in the FR are respected</i>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Maintain cash flow follow-up and request funds on time to assure that payments can be made on time;</li> <li>■ Prepare and manage audit visits and follow up of audit recommendations;</li> <li>■ Organise adequate training for staff that are involved in financial processes that have an impact on the general accounts.</li> </ul>	

## Facilities management

Outcomes 2018 - 19	Indicator
Attractive, clean, accessible, safe and efficient working environment for all ETF activities is ensured.	<i>Annual reduction of building cost/m2 &gt; 1 % after correction for inflation and energy costs)</i>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Consolidate outsourced services, while maintaining high standards in service delivery and increasing staff satisfaction;</li> <li>■ Finalise the implementation of a secure, independent and environmentally sound utilities system;</li> <li>■ Ensure the continuous supply of utilities through competitive tendering;</li> <li>■ Full implementation of Health and Safety policy with focus on risks deriving from missions and formalise cooperation with the EEAS in this regard</li> </ul>	

## Information and communications technology

Outcomes 2018 - 19	Indicator
Provision of secure, reliable and interoperable solutions focusing on initiatives improving, enabling and leveraging ETF work.	<i>% of ICT RUN/GROW budget. RUN budget &lt;75%</i> <i>Availability of ETF's mission critical ICT systems 99.5%</i>
Actions 2018	
<ul style="list-style-type: none"> <li>■ Migrate the ETF phone system to the Cloud.</li> <li>■ Improve Digital Workplace.</li> </ul>	

## Transversal actions

### Expected outcomes & actions 2018

- Increased efficiency and effectiveness in the delivery of ETFs four functions using digital technology
  - Increased outreach to external stakeholders in terms of number and type
  - Increased use of digital platforms for collaborative work and learning with ETF external stakeholders, especially with the beneficiaries in the ETF partner countries
  - Increased knowledge management in particular in relation to policy analysis, sharing of good practice, evidence access and management
  - Increased cost-efficiency of the delivery of ETFs mission in terms of increased effectiveness with same resources and/or in terms of increased financial resources for OPS due to cost efficiency gains
- Enhanced quality assurance of ETF events through integrated quality assurance policies at cross-departmental level and cooperation with ETF strategic projects
  - Integration of Q4E team within SP teams from the project planning phase
  - Innovative and more participatory facilitation of face-to-face and online events
  - Evaluation of events
  - Customized training programs
  - Strengthen collaboration with the other transversal projects (Digital Innovation and Stakeholder Cooperation Management)
  - Maintaining the online platform for knowledge sharing and repository of reference material
- Implementation of a Stakeholder Relationship Management system to improve the sharing and systematic management of stakeholders' relations thus enhancing opportunities for cooperation<sup>28</sup>.

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<sup>28</sup> As of 11/09 the state of play of this action is pending final decision by 13/10/2017







# ANNEXES

**Annex I – Activity based resource allocation**

**Annex II – Financial resources 2017-20**

**Annex III – Human resources tables**

**Annex IV – HR Policies**

**Annex V Buildings**

**Annex VI Privileges and immunities**

**Annex VII Evaluation Plan**

**Annex VIII ETF Risk Register 2018**

**Annex IX Procurement Plan 2018**

**Annex X Organisation Chart**

**Annex XI ETF Key Performance Indicators 2017-20**

**Annex XII The ETF Intervention Logic 2017-20**

**Annex XIII Strategic project actions – outputs and indicators 2018**

**Annex XIV Collaboration with other EU agencies**





# ANNEX I – ACTIVITY BASED RESOURCE ALLOCATION

## Planned resource allocation per specific objective 2017-20

Annex I will be tabled during the structured dialogue meeting on 3 October 2017

Specific Objective area (budget in m€)	2017	2018	2019	2020	%
<b>Specific Objective area 1:</b> Evidence based policymaking and governance systems	6,585,000	6,585,000	6,716,000	6,851,000	33%
<b>Specific Objective area 2:</b> VET provision and quality assurance	4,354,000	4,354,000	4,440,000	4,529,000	22%
<b>Specific Objective area 3:</b> The modernisation of qualifications and qualifications systems	3,552,000	3,552,000	3,623,000	3,696,000	18%
<b>Specific Objective area 4:</b> Employment, skills and employability (including skills and migration)	3,638,000	3,638,000	3,711,000	3,785,000	18%
<b>Specific Objective area 5:</b> Entrepreneurial learning and enterprise skills	2,015,000	2,015,000	2,055,000	2,096,000	10%
Total ETF	20,144,000	20,144,000	20,546,000	20,957,000	

## Planned resource allocation by strategic project 2018

Operational Activities 2018 Strategic Projects	Planned budget (m€)	%
Support to EU assistance in the context of EU external policies	1,648,000	8%
Policy analysis and system wide progress monitoring	3,592,000	18%
VET governance	2,454,000	12%
VET provision and quality	3,997,000	20%
Qualifications and qualifications systems	3,262,000	16%
Employment, skills and employability (including skills and migration)	3,341,000	17%
Entrepreneurial learning and enterprise skills	1,850,000	9%
<b>Total Strategic Projects</b>	<b>20,144,000</b>	<b>100%</b>

### Planned resource allocation by ETF function 2018

ETF Function	Planned budget (m€)	%
Support to the EU (F1)	3,746,000	19%
Capacity Building (F2)	8,499,000	42%
Policy Analysis (F3)	5,285,000	26%
Dissemination and Networking (F4)	2,613,000	13%
<b>Total Budget</b>	<b>20,144,000</b>	<b>100%</b>

### Planned resource allocation by ETF region 2018

Geographical region	Planned budget (m€)	%
South Eastern Europe and Turkey (SEET)	7,928,000	39%
South and Eastern Mediterranean (SEMED)	4,393,000	22%
Eastern Europe (EE)	7,115,000	35%
Central Asia (CA)	709,000	4%
<b>Total Budget</b>	<b>20,144,000</b>	<b>100%</b>

ABB planning assumptions:

- one Full Time Equivalent is estimated at €87,000.
- FTE includes experts, support and project coordination

## ANNEX II – FINANCIAL RESOURCES 2017-20

**Table 1 – Expenditure**

Expenditure	2017	2017	2018	2018
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13,797,600	13,797,600	13,666,200	13,666,200
Title 2	1,758,600	1,758,600	1,907,950	1,907,950
Title 3	4,587,800	4,587,800	4,569,850	4,569,850
Total expenditure	20,144,000		20,144,000	20,144,000

Expenditure	Commitment appropriations						
	Committed Budget 2016	Budget 2017	Draft budget 2018		VAR 2017/18	Envisaged 2019	Envisaged 2020
			Request	Forecast			
<b>Title 1 - Staff expenditure</b>	<b>13,256,310</b>	<b>13,797,600</b>	<b>13,666,200</b>		<b>-1.0%</b>	<b>13,697,300</b>	<b>13,762,400</b>
Salaries & allowances	12,508,259	12,990,600	12,948,700		-0.3%	13,018,800	13,083,900
- Of which establishment plan posts	10,457,070	10,836,700	10,617,200		-2.07%	10,686,080	10,843,400
- Of which external personnel	2,051,189	2,153,900	2,335,500		8.4%	2,332,720	2,240,500
Expenditure relating to Staff recruitment	42,261	29,000	8,000		-72.4%	9,000	9,000
Employer's pension contributions						-	-
Mission expenses	105,000	110,000	100,000		-9.1%	100,000	100,000
Socio-medical infrastructure	26,544	30,000	25,000		-16.7%	25,000	25,000
Training	203,626	250,000	220,000		-12.0%	210,000	210,000
External Services	345,572	360,000	350,000		-2.8%	320,000	320,000
Receptions, events and representation	5,050	8,500	4,000		-52.9%	8,500	8,500
Social welfare	19,998	19,500	6,000		-69.2%	6,000	6,000
Other Staff related expenditure	-	-	-			-	-
<b>Title 2 - Infrastructure and operating expenditure</b>	<b>1,702,050</b>	<b>1,758,600</b>	<b>1,907,950</b>		<b>8.5%</b>	<b>1,693,201</b>	<b>1,754,200</b>
Rental of buildings and associated costs	527,150	772,151	904,100		14.17%	790,151	792,850
Information, communication technology and data processing	882,854	791,655	800,650		1.1%	691,850	750,150
Movable property and associated costs	79,106	4,142	20,000		382.9%	20,000	20,000
Current administrative expenditure	54,774	70,452	63,000		-10.6%	71,000	71,000
Postage / Telecommunications	22,700	20,200	20,200		0.0%	20,200	20,200
Meeting expenses	135,466	100,000	100,000		0.0%	100,000	100,000
Running costs in connection with operational activities	-	-	-			-	-
Information and publishing	-	-	-			-	-
Studies						-	-
Other infrastructure and operating expenditure						-	-
<b>Title 3 - Operational expenditure</b>	<b>5,186,436</b>	<b>4,587,800</b>	<b>4,569,850</b>		<b>-0.4%</b>	<b>5,155,500</b>	<b>5,440,400</b>
Communications	661,136	529,500	441,000		-16.7%	447,000	402,000
Corporate Performance and Stakeholders	224,231	220,000	160,000		-27.3%	225,000	265,000
Operational Projects	3,515,069	3,188,300	3,318,850		4.17%	3,833,500	4,123,400
Operational Missions	786,000	650,000	650,000		0.0%	650,000	650,000
<b>TOTAL</b>	<b>20,144,796</b>	<b>20,144,000</b>	<b>20,144,000</b>		<b>0.0%</b>	<b>20,546,000</b>	<b>20,957,000</b>



**Table 2 – Revenue**

Expenditure	2017	2018	2019
	Revenues estimated by the agency	Budget Forecast	Budget Forecast
EU contribution	19,771,000	20,056,297	20,546,000
Other revenue (Recovery from surplus)	373,000	87,703	
Re-used interest			
Total revenues	20,144,000	20,144,000	20,546,000

Revenues	2016	2017	2018		VAR 2017/18	Envisaged 2019	Envisaged 2020
	Executed budget	Estimated revenue	Draft budget 2018				
			Request	Forecast			
1. Revenue from fees and charges							
2. EU contribution	20,144,193	20,144,000	20,144,000		0.0%	20,546,000	20,957,000
of which Administrative (Title 1 and Title 2)	14,958,360	15,556,200	15,574,150		0.1%	15,390,500	15,516,600
of which Operational (Title 3)	5,185,833	4,587,800	4,569,850		-0.4%	5,155,500	5,440,400
of which assigned revenues deriving from previous years' surpluses	187,193	373,000	87,703		-76.5%		
3. Third countries contribution (incl. EFTA and candidate countries)							
of which EFTA							
of which candidate countries							
4. Other contributions							
of which delegation agreement, ad hoc grants							
5. Administrative operations	1132.22						
6. Revenues from services rendered against payment							
7. Correction of budgetary imbalances							
TOTAL REVENUES	20,145,325	20,144,000	20,144,000	-	0.0%	20,546,000	20,957,000

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

Budget outturn	2014	2015	2016
Revenue actually received (+)	21,386,012.01	20,593,142.85	20,200,627.28
Payments made (-)	-20,741,263.02	-19,908,790.31	-20,415,006.34
Carry-over of appropriations (-)	-1,826,701.57	-1,249,885.60	-539,762.94
Cancellation of appropriations carried over (+)	81,496.96	53,404.07	83,430.34
Adjustment for carry over of assigned revenue appropriations from previous year (+)	1,292,752.88	886,582.88	757,423.69
Exchange rate differences (+/-)	-4,103.79	-1,056.40	991.78
Adjustment for negative balance from previous year (-)			
Total	188,193.47	373,397.49	87,703.81

**Cancellation of commitment appropriations**

At the end of 2016 the ETF had cancelled €1,336 commitment appropriations, representing appropriations for Title 1 and 2 which have not been committed.

**Cancellation of payment appropriations for the year**

In Title 3 (differentiated appropriations), there were €2,892.75 payment appropriations which were not disbursed.

**Cancellation of payment appropriations carried over**

In 2016 there were €83,430.34 payment appropriations carried forward and cancelled.

## ANNEX III – HUMAN RESOURCES TABLES

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

Staff population		Actually filled as of 31/12/15	Authorised under EU budget 2016	Actually filled as of 31/12/16 (incl. one job offer)	Authorised under EU budget for 2017	Expected filled as of 31/12/17	In draft budget for 2018	Envisaged 2019	Envisaged 2020
Officials	AD								
	AST								
	AST/SC								
TA	AD	59	59	58	57	55	56	56	56
	AST	31	31	31	31	31	30	30	30
	AST/SC								
<b>Total headcounts</b>		<b>90</b>	<b>90</b>	<b>89</b>	<b>88</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>
CA GF IV		7.5	8.5	9	9	10	10	10	10
CA GF III		20.5	23.5	21	24.5	23	25	25	26
CA GF II		9.5	7	10	7	8	6	6	5
CA GFI									
<b>Total CA in FTE</b>		<b>37.5</b>	<b>39</b>	<b>40</b>	<b>40.5</b>	<b>41</b>	<b>41</b>	<b>41</b>	<b>41</b>
SNE		0	1	1	1	1	1	1	1
Local Agents		2	2	1	1	1	1	1	1
<b>TOTAL</b>		<b>129.5</b>	<b>132</b>	<b>131</b>	<b>130.5</b>	<b>129</b>	<b>129</b>	<b>129</b>	<b>129</b>
Structural service providers		2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5
<b>GRAND TOTAL</b>		<b>132</b>	<b>134.5</b>	<b>133.5</b>	<b>133</b>	<b>131.5</b>	<b>131.5</b>	<b>131.5</b>	<b>131.5</b>
External staff for occasional replacements		4.7		4.6					



	Establishment plan in EU Budget 2016		Filled as of 31/12/2016 (incl. one job offer)		Modifications in year N-1 in application of flexibility rule 2016		Establishment plan in voted EU Budget 2017		Modifications in year N in application of flexibility rule 2017		Establishment plan in Draft EU Budget 2018		Envisaged in 2019		Envisaged in 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16		0		0				0				0		0		0
AD 15		0		0				0				0		0		0
AD 14		1		1				1				1		1		1
AD 13		6		0				3				4		5		6
AD 12		13		8				12				14		15		15
AD 11		9		9				9				8		9		10
AD 10		6		7				5				6		6		6
AD 9		12		11				13				12		12		11
AD 8		7		10				13				9		7		6
AD 7		5		9				1				2		1		1
AD 6		0		2				0				0		0		0
AD 5		0		1				0				0		0		0
<b>Total AD</b>	<b>0</b>	<b>59</b>	<b>0</b>	<b>58</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>56</b>	<b>0</b>	<b>56</b>
AST 11		2		0				2				3		3		4
AST 10		4		1				4				5		6		6
AST 9		9		8				10				8		8		8
AST 8		6		6				6				6		7		7
AST 7		4		4				4				4		4		4
AST 6		4		2				4				4		2		1
AST 5		2		4				1				0		0		0
AST 4		0		5				0				0		0		0
AST 3		0		1				0				0		0		0
AST 2		0		0				0				0		0		0
AST 1		0		0				0				0		0		0
<b>Total AST</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>30</b>
AST/SC1																
AST/SC2																
AST/SC3																
AST/SC4																
AST/SC5																
AST/SC6																
<b>Total AST/SC</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>90</b>	<b>0</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>88</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>86</b>	<b>0</b>	<b>86</b>

## ANNEX IV – HR POLICIES

### Recruitment policy

#### *a. Officials*

There are no posts for Officials in the ETF.

#### *b. Temporary agents*

#### **Main selection principles:**

There is no major difference in selection principles for contract or temporary agents. Both are governed by the Staff Regulations and their respective Implementing Rules as adopted by ETF Governing Board. However, while for Temporary Agents (GB/15/DEC/09) have been revised in 2015, those for Contract Agents (GB/06/DEC/03) have not yet been revised. A model decision should be elaborated during 2018.

Both selection procedures include the following main steps:

1. setting up of a Selection Assessment Board (SAB) to be approved by the Director;
2. drafting of the vacancy notice and approval by the Director before publication. The vacancy notice includes amongst other things , the eligibility and selection the type and duration of contract and the recruitment grade;
3. publication and dissemination of the vacancy notice;
4. questions for the interview and written tests are prepared by the SAB with the support of HR staff before the names of applicants are disclosed to the SAB;
5. pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR staff;
6. screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice is performed by the SAB;
7. each time the SAB meets, minutes are drafted and included in the recruitment file;

8. assessment of candidates by the SAB who then proposes a short-list of successful candidates to the Director who decides on the potential job offer and establishment of a reserve list where applicable;
9. all candidates who participated in the selection process are informed in writing on the outcome of the selection procedure.

#### **Type of key functions , typical entry grades:**

Temporary agents are normally recruited at the levels indicated below taking into account, in particular, the job market for the specific job profiles concerned:

- AST/SC: the ETF does not intend to recruit staff in this category, as such secretarial and clerical activities are mainly carried out by Contract Agents in the ETF.
- AST1-AST3 are generally not recruited any longer as Contract Agents are instead recruited for those related administrative functions
- AST 4 as an ad-hoc decision (as in principle, Contract Agents is a preferred option) for Professionals where specific technical knowledge is required and longer professional experience (posts such as IT officer, budget officer, HR officer, ...)
- AD 5 to AD 9 for Experts (posts such as Junior HCD Specialists, HCD Specialists or HCD Senior Specialists), Professionals/ Senior Professionals (posts such as Legal advisor etc.) where specific deep or very deep technical knowledge and expertise are required.
- AD 9 for Middle Managers (Heads of Units) and AD 9 (or above) for Senior Managers (Heads of Departments, Deputy Director). The exact grade will depend on the complexity of the Unit/Department and the level of expertise required.
- AD 14 for the post the Director of the ETF.

**Typical length of contracts of employment:**

Unless specified otherwise in the vacancy notice, Temporary Agents are generally offered contracts of up to 3 years that may be renewed for another fixed period of generally up to 3 years. If further renewed, it shall lead to an indefinite duration contract as per article 8 of the CEOS. This does not apply to the Director's position which is for a 5-year initial contract and may be renewed for not more than 3 years.

*c. Contract agents***Type of key functions, typical entry Function Groups:**

- FGI for archivist, mailing and mass copy support staff (manual and administrative support tasks) under the supervision of Temporary Agent.
- FGII for administrative and technical support staff (clerical and secretarial tasks; financial, HR, IT, project assistance) under the supervision of a Temporary Agent.
- FGIII for senior administrative and/or professional staff (executive and/or technical tasks such as executive secretary, financial, HR, IT, project assistants and officers) under the supervision of a Temporary Agent.
- FGIV for professional/senior professional staff where specific deep or very deep technical knowledge is required (administrative, advisory tasks...) under the supervision of a Temporary Agent.

**Typical length of contracts of employment:**

Unless specified otherwise in the vacancy notice, Contract Agents are generally offered contracts of up to 3 years that may be renewed for another fixed period of generally up to 3 years. If further renewed, it shall lead to an indefinite duration contract in line with article 85 of the CEOS and the related ETF Implementing Rules. For Contract Agents FGIV, they need to demonstrate a B2 level in a 3rd EU language before renewal for an indefinite duration.

*d. Seconded National Experts***Main selection principles:**

Please refer to "Temporary Agents main selection principles" as selection principles are very similar

**SNEs: type of key functions:**

SNEs are usually covering positions of Experts (posts such as HCD Specialist and HCD Senior Specialists) where specific deep or very deep technical knowledge is required.

**SNEs: typical length of secondment:**

SNEs are generally offered secondment for an initial year. The initial period of secondment may not be less than 6 months or more than 2 years. It may be renewed up to a total period not exceeding 4 years.

*e. Structural service providers***Key tasks:**

- IT consultants/Software developers
- Receptionists
- Tender procedure:
- Open tender
- Duration of the contract
- Framework contract signed for 4 years.

**Appraisal of performance and reclassification/promotions**

The agency's policy on performance appraisal and promotion/reclassification – short description

The ETF encourages each Reporting Officer to have open, constructive and frequent discussions with their staff to review progresses against objectives set, learning and development activities, to identify difficulties and support needs all along the year as best practice in performance management. Staff members are also encouraged to have open, constructive and frequent discussions with their Reporting Officer.



## The appraisal procedure

The Implementing Rules (GB/15/DEC/008 and GB/15/DEC/007) adopted by ETF Governing Board describe the appraisal procedure for Temporary and Contract Agents respectively. Both comprise the following main principles and steps.

### Main principles

An appraisal report is made on a yearly basis for each staff member with at least one-month service.

The report is a qualitative appraisal on efficiency, ability and conduct in service and must include a conclusion on whether the performance has been satisfactory or not, based on factual elements.

The Reporting Officer is the direct superior of the jobholder.

#### Main steps

- Each jobholder (JH) has 8 working days to write their self-assessment ;
- The Reporting Officer arrange for the formal dialogue (on performance and identification of training needs);
- Within 10 working days from the formal dialogue, the RO writes the appraisal report, adding a conclusion on whether the performance has been satisfactory;
- The JH has five working days to accept or refuse (with a reasoned explanation) the report.
- Where the report is accepted (with or without comments), the reports is considered final and archived
- Where the report is refused, it automatically triggers the appeal process
- Where the report concludes the performance has not been satisfactory, it triggers the approval by the countersigning officer

## Reclassification policy

The ETF Governing Board Decision adopted new reclassification rules for Temporary and Contract Agents in November 2016 and has applied it as such from 2017 reclassifications.

### STEP 1

The HR Unit launches the reclassification exercise once the appraisal exercise is finalised.

The HR Unit informs the Director on the budget available.

### STEP 2

The Heads of Department consult the Reporting Officers.

### STEP 3

The Heads of Department (HoDs) and the Director examine the comparative merits of eligible staff. This comparison takes into account the following criteria:

- the appraisal reports
- the level of responsibilities exercised
- the use of languages

In case of:

- equal merits of staff based on the three factors above and/or
- if the budgetary resources available are exhausted and/or
- if the limitations of the multiplication rates for TAs are exceeded the Director can consider additional factors for the comparative examination of merits.

The Director shall also take account of the desired average reclassification period for CAs.

### STEP 4

The Director meets the Staff Committee and discuss the proposals for reclassification and the possible additional criteria considered in case of equal merits.

## **STEP 5**

Following this meeting, the Director decides on the list of staff proposed for reclassification, fulfilling the conditions of not exhausting the budgetary resources available and the limitations of the multiplication rates\* for TAs.

The Director shall also take account of the desired average reclassification period for CAs.

This list is forwarded to the Joint Reclassification Committee (JRC) and made public to all staff by HR.

Staff eligible for reclassification, who are not in the list, can make an appeal within 10 working days. Staff can lodge their complaint by addressing a memo, with supporting arguments, to the Joint Reclassification Committee.

## **STEP 6**

The JRC carries out a comparison of the merit of staff eligible, taking into account the complaints received and the list published.

The JRC proposes to the Director a report including a recommendation on each appeal and a recommendation on the final reclassification list, which shall not exceed the budgetary resources available and the multiplication rates\* of average career for TAs.

The complaints are also forwarded to the Director.

## **STEP 7**

The Director carries out a final comparison of the merits of eligible staff and adopts a final list of staff reclassified, taking into account the budgetary resources available and the multiplication rates\* for guiding average career for TAs. The Director shall also take account of the desired average reclassification period for CAs.

This final list is published on the Intranet.

## **STEP 8**

After each reclassification exercise, the Joint Committee draws up a report that may contain recommendations on the process.

This report is sent to the Director and to the Staff Committee and made public to staff.

As opposed to the previous Governing Board decision on reclassifications which referred to 1st July as the date for taking effect, the new decision, on the basis of a model decision refers to 1st January as the date for taking effect, implying a higher budget need.

**Table 1 – Reclassification of temporary staff**

Category and grade	Staff in activity on 01/01/16		How many staff members should be reclassified in 2017*		Average number of years in grade of reclassified staff members
	Official	TA	Official	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12		8		2	3.5
AD 11		9		1	22.7
AD 10		5			
AD 9		12			
AD 8		8		4	3.6
AD 7		12		3	2.1
AD 6		2			
AD 5		1			
Total AD		58		11	6.8
AST 11					
AST 10		1			
AST 9		7			
AST 8		4		1	2.5
AST 7		5		1	2
AST 6		4			
AST 5		4		1	2
AST 4		3		1	3.5
AST 3		4		1	2.5
AST 2					
AST 1					
Total AST		31		5	2.5
Total AST/SC					
TOTAL		91	0	16	4.65

Data for the reference period 2014-17 (as per Annex II §1 of the ETF classification rules GB/16/DEC/015 of 25 November 2016)

\*Final numbers of reclassified TA depends on the reaching or not (by some staff) of the B2 level for the 3rd EU language which must be reached by 31/12/2017.



From	To	No of reclassifications* between 2014 and 2017	Total average years
AD13	AD14		
AD12	AD13	2	3.5
AD11	AD12	4	15.2
AD10	AD11	1	4
AD9	AD10	5	5.9
AD8	AD9	7	3.2
AD7	AD8	9	3.7
AD6	AD7	1	2
AD5	AD6	2	2.7
<b>Total AD</b>		<b>31</b>	<b>5</b>
AST10	AST11		
AST8	AST9	4	3.4
AST7	AST8	7	5.6
AST6	AST7	3	3.8
AST5	AST6	3	2.7
AST4	AST5	4	3.3
AST3	AST4	5	4.5
AST2	AST3	1	7
AST1	AST2		
<b>Total AST</b>		<b>27</b>	<b>4.4</b>
<b>GRAND TOTAL</b>		<b>58</b>	<b>4.69</b>

**Table 2 – Reclassification of contract staff**

Function group	Grade	Staff in activity on 1 January 2016	No of staff member reclassified in 2017	Average number of years in grade
CA IV	18			
	17			
	16	1		
	15	1		
	14	5	1	2
	13			
CA III	12			
	11		2	2.3
	10	6	3	3.7
	9	9	5	4.1
	8	1		
CA II	7	2		
	6	4		
	5	3		
	4	1	1	3.6
CA I	3			
	2			
	1			
<b>Total</b>		<b>38</b>	<b>12</b>	<b>3.1</b>

## **Mobility policy**

There are two types of mobility:

- Internal mobility
- Mobility between European Union agencies

### *Internal mobility*

The ETF adopted a revised internal mobility policy in June 2012 that highlights the two ways in which staff can move from one position to another one. However, now that the ETF Governing Board has adopted the Implementing Rule governing the recruitment of Temporary Agents 2f (GB/15/DEC/009) that entered into force on 1/7/2015, the mobility of Temporary Agents is governed by that Implementing Rule. The principles in the ETF policy and Implementing Rule remain overall the same though and are presented hereafter.

Internal Mobility can have two different forms:

- a) Through reassignment of staff members in the interest of the service as par article 7 of the Staff Regulations
- b) Through internal publication of a post. In that case, the post is published at a range of grades within a function group corresponding to the type of post to be filled. Staff members are invited to send their application for the specific post with a view to its being filled further to a selection procedure.

### *Mobility between EU agencies*

The ETF Governing Board adopted the Implementing Rule governing the recruitment of Temporary Agents 2f (GB/15/DEC/009), which also governs the mobility of Temporary Agents between EU agencies. The main principles are highlighted hereafter.

In the vacancy notice, the post is published at the same range of grades as in the internal publication. It specifies that applicants must be Temporary Agents with at least two years' service, and have successfully completed a probation period.

In case of a successful procedure, the selected Temporary Agent will keep his/her grade, step and seniority. The contract duration shall be that of the preceding contract and his/her personal file shall be transferred to the new "employer".

### *Staff movement between the agencies and the institutions.*

As can be seen from the table below, the ETF recruits twice as many staff from other agencies/institutions than depart from the ETF to other agencies/institutions. The majority of applications from other agencies/institutions are in the Administrative and Management areas whereas it is limited in the core business area due to the requirements linked to prior experience.



Year	Staff (TA & CA) recruited <b>from</b> other institutions/ agencies	Staff (TA & CA) leaving <b>to</b> other institutions/agencies
2007	4	4
2008	5	0
2009	2	1
2010	4	1
2011	2	3
2012	8	5
2013	5	1
2014	1	0
2015	2	1
2016	3	3
2017	4	3
<b>Total</b>	<b>40</b>	<b>22</b>

## Gender and geographical balance

### *Gender balance*

The data provided below refers to posts occupied (including one job offer) on 31/12/2016 and not FTEs, therefore 131 (89 TAs, 40 CAs, 1 SNE and 1 LA).

Contract (function group)	F	M	Total
Temporary Agents (AD)	33	25	58
Temporary Agents (AST)	24	7	31
Local Agents (AL/N2)		1	1
Contract Agents (II)	7	3	10
Contract Agents (III)	19	2	21
Contract Agents (IV)	6	3	9
Seconded National Expert (SNE)		1	1
<b>Grand total</b>	<b>89</b>	<b>42</b>	<b>131</b>

TA, CA, LA, SNE	F	M	Total
AD associated level	39	29	68
AST associated level	50	13	63
<b>Total</b>	<b>89</b>	<b>42</b>	<b>131</b>

Managerial positions	F	M	Total
Middle Managers	3	1	4
Senior Managers	2	3	5
<b>Total Managers</b>	<b>5</b>	<b>4</b>	<b>9</b>

### Geographical balance

The data provided below refers to posts occupied (including one job offer) on 31/12/2016 and not FTEs, therefore 131 (89 TAs, 40 CAs, 1 SNE and 1 LA).

Nationality	Total	%
AT	3	2%
BE	8	6%
BG	2	2%
CY	1	1%
CZ	1	1%
DE	7	5%
DK	1	1%
EE	2	2%
ES	6	5%
FI	4	3%
FR	5	4%
GR	2	2%
HU	1	1%
IE	3	2%
IT	50	38%
LU	1	1%
LV	1	1%
MA	1	1%
MK	1	1%
NL	5	4%
PL	2	2%
PT	2	2%
RO	6	5%
SE	1	1%
TN	1	1%
TR	2	2%
UA	2	2%
UK	10	8%
<b>Grand Total</b>	<b>131</b>	<b>100%</b>

## Schooling

Turin has a range of international schooling opportunities, including a 5th one which has just opened in 2017. This diversified offer targeting a broader community than ETF staff has proven not to need specific agreements.

Amongst the schools of main interest, there are the following five:

- *Altiero Spinelli*: international state school covering ISCED 0 to 3. In every grade of school, the teaching of languages is carried out by Italian state teachers and by English, French and German mother tongue advisors. It has to be noted that this school is on the process of reviewing its international profile due to budget constraints.
- *International School of Turin*: a private international school offering a complete academic program in English covering ISCED 1 to 3. The school's curriculum is international and leads to the completion of both the American college preparatory diploma and the International Baccalaureate (IB) Diploma.

- *Lycée français Jean Giono*: French school, covering ISCED 0 to 3 offering curricula in French and Italian as well as in English (since 2009).

- *Istituto Vittoria*: an Italian state-recognised private school covering ISCED 3 offering a 4-year upper secondary programme in English leading to the Cambridge International Certificate of Education (ICE) and the International Baccalaureate (IB) Diploma.

- *Wins World International School of Turin*: a private international school offering a complete academic programme in English covering ISCED 0 to 3.

The new Site Agreement ratified in 2012 by the Italian Government contains a new clause on schooling as follows:

"Italy shall do its utmost to provide adequate school education at kindergarten, primary and secondary level for the children of the Foundation's staff, and shall guarantee multilingual tuition in line with the system adopted in the European Schools."



## ANNEX V BUILDINGS

Year	Name, location and type of building	Other Comment
Information to be provided per building:	Villa Gualino, Torino, Italy	The ETF also has a liaison office in Brussels
Surface area (in square metres)	6,000	1
Of which office space	2,175	45.4
Of which non-office space	3,825	3
Annual rent (in EUR)	1	17000
Type and duration of rental contract	Rental is covered by a Convention for 30 years until 2027 complemented by three year service contracts. The current one expires at the end of 2018.	
Host country grant or support	NO	
Present value of the building	N/A	

## ANNEX VI PRIVILEGES AND IMMUNITIES

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>Local premises have been provided by local authorities on the basis of a convention that provides for the following main essential points: The ETF is to participate in the costs of refurbishing the premises to be used, the ETF to pay a symbolic rent, the ETF to participate in the costs of maintenance of the building</p> <p>General support is provided by Italy against unauthorised access or other forms of disturbances to the premises.</p> <p>The ETF is authorised to install and operate communications systems.</p> <p>The ETF official communication is not subject to any restrictions or to confidentiality breaches.</p> <p>The Protocol of privileges and immunities is applicable to ETF.</p> <p>The ETF, its assets and funds may not be subject to administrative or legal measures of constraints.</p> <p>Premises (including temporary premises) and buildings are inviolable, except in case of emergencies/ fire.</p> <p>The ETF, its assets and funds are exempt from taxes or direct duties, except for taxes on public services.</p> <p>ETF imports and exports are exempted from customs duties, taxes, prohibitions or restrictions.</p>	<p>Staff immune from legal proceedings for acts performed in the exercise of their official duties.</p> <p>Staff exempted from taxes on salaries and emoluments paid by ETF.</p> <p>Staff, spouses and dependent members of family not subject to immigration restrictions or registration formalities for foreigners.</p> <p>For currency exchange staff has the same privileges as officials of equal rank in the diplomatic missions.</p> <p>Staff, spouses and dependent members of family receive assistance for repatriation in the event of international crises.</p> <p>Staff who is neither permanently resident in Italy at the time of their appointment, nor Italian, may, duty-free and without prohibitions and restrictions, import from the country of their last residence or the country of which they are nationals, when they first take up their post, for a period of one year from their appointment for a maximum of two shipments, their own furniture and personal effects, including a vehicle bought at the conditions of that country, which will be registered in special series.</p>	N/A

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>ETF vehicles are exempted from any taxes, duties or fees or from any import prohibitions/ restrictions.</p> <p>ETF exempted from payment of social security and health insurance contributions on salaries paid to staff, except for local agents</p>	<p>Staff may export, in the year following the date of cessation of their duties, without prohibitions and restrictions, their own furniture and personal effects, including vehicles.</p> <p>The ETF Director, spouse and dependent members of family, is granted privileges and immunities, facilities and concessions granted by the Italy to members of equivalent rank in the diplomatic corps in Italy</p> <p>Staff, who is neither permanently resident in Italy at the time of their appointment nor Italian, may, when they first take up their post, for a period of one year from their appointment purchase a motor vehicle free from taxes and charges.</p> <p>Italy issues a special identity card to staff, spouses and dependent members of family to prove that the holder is ETF staff and enjoys privileges and immunities.</p>	

## ANNEX VII EVALUATION PLAN

All the ETF Strategic Projects are evaluated in the mid-term period using the evaluation principles from the European Commission, 'Better Regulation Guidelines and Toolkit' .

Evaluations planned for the period 2018-20

2018 - Policy analysis and system wide progress monitoring (phase II)

2018 - ETF Mid-Term Perspective 2014-2017

2019 - Qualifications and qualifications systems

2019 - Support to EU assistance in the context of EU external policies\*

2020 - Entrepreneurial learning and enterprise skills

2020 - VET governance

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\* to be confirmed depending on a possible IAS audit on EU requests



## ANNEX VIII ETF RISK REGISTER 2018

The corporate level risks recorded on the 2018 ETF Risk Register, are a continuation of previously identified external risks. These are reviewed on a regular basis together with the level implementation of mitigating actions.

Risk no.	(ETF Risk Framework Area) / WP 2018 objectives	Description of potential risk	Inherent risk	ETF processes supporting mitigation	Mitigating actions	Residual risk
RR WP 2018 01	1. Risks from the external environment which may have an impact on the achievement of ETF annual operational objectives 2018	<p>1.1</p> <p>Disruption in the external environment limits partner country engagement in ETF activities and leads to failure/ delays in achieving related objectives:</p> <p>Cause 1) Changing priorities of individual countries - either due to institutional political changes in the country or differences in the national agenda - resulting in limited ownership of ETF activities; and</p> <p>Cause 2) Changes in EU external policies towards a given country.</p>	M	<p>1.1</p> <p>Corporate Planning</p> <p>OPS Project Management and Country monitoring</p>	<p>1.1</p> <ul style="list-style-type: none"> <li>- Coordination with the European Commission services and the European External Action Service and EU Delegations;</li> <li>- Constant follow up and communication with partner countries by ETF managers, country desks and strategic project teams;</li> <li>- Identification of priority countries already included in WP2018 with 3 levels of priorities from 1 (high priority) 2 (neutral/business as usual) to 3 (low)</li> <li>- Adaptation of project implementation plans. New Country Strategic Perspectives (CSP) are revised annually</li> </ul>	M
		<p>1.2</p> <p>Changes in EC political priorities generate increased demand for ETF support to partner countries beyond the ETF capacity. This could put the quality and impact of ETF interventions at risk</p>	M	<p>1.2</p> <p>Corporate Planning</p> <p>Performance Management System</p> <p>Corporate Planning</p>	<p>1.2</p> <p>ETF with support of the Commission and Governing Board use the Structured Dialogue and Board meetings to improve analysis of Work Programme Implementation</p>	M
		<p>1.3</p> <p>Risk of further budget cuts, beyond planning assumptions, and the reduction of staff could put the quality, impact and added value of ETF interventions at risk</p>	M		<p>1.3 and 1.4</p> <p>The WP 2018 is based on given budget assumptions (plan for what the ETF has and not more). Planning is already priority based but the issue is "until when do cuts and prioritisation jeopardise the ETF mission? "</p>	M
		<p>1.4</p> <p>The ETF long term country knowledge and networks may be put at risk in low priority countries.</p>	M	<p>1.4</p> <p>Corporate Planning</p>		M

## ANNEX IX PROCUREMENT PLAN 2018

**Table 1: Indicative planning of procurement procedures needed for the implementation of the projects.**

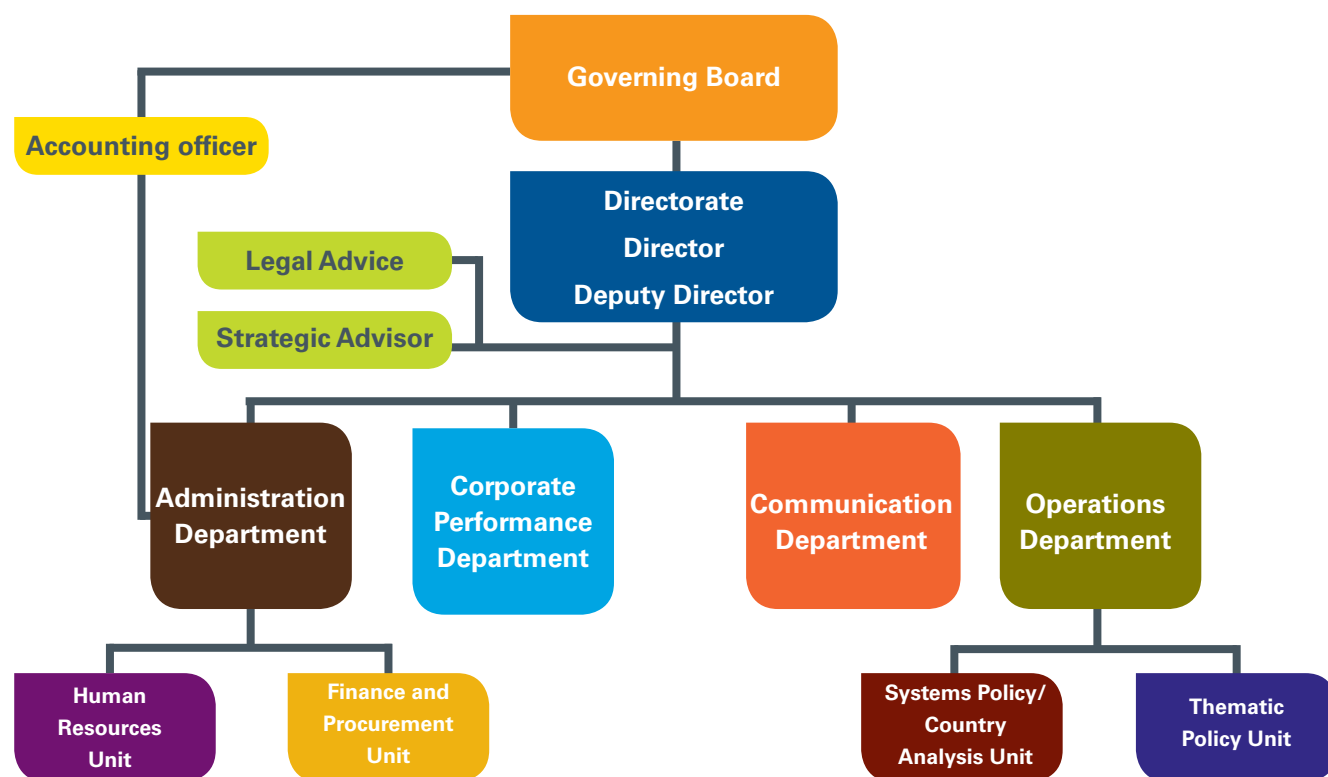
2018 Indicative planning of procurement procedures needed for the implementation of the project			
Title	Estimated value in € for 4 years	Contract tool	Tentative launch date (quarter)
E-learning training course on skills anticipation and matching	60,000 €	Framework	Q1
Innovating CPD for VET teachers and trainers using video pedagogy	150,000 €	Framework	Q1
Study of VET teaching profession in selected countries in all ETF regions	95,000 €	Framework	Q1
Governance, cost and financing assessment methodology	35,000 €	Framework	Q1
Public Private Partnership (PPP) in VET	50,000 €	Framework	Q1
Support development of the National Qualification Framework (NQF) website for Ukraine	60,000 €	Framework	Q1
Provision of photographic services	60,000 €	Framework	Q1
Provision of branded promotional material	130,000 €	Framework	Q1
Strategic communication services	120,000 €	Framework	Q1
Services to support ETF project activities in Kosovo*	150,000 €	Framework	Q2
Provision of planning, monitoring and evaluation expertise services	800,000 €	Framework	Q2
Provision of layout, electronic publishing, and printing services	550,000 €	Framework	Q3
Provision of technical editing services	440,000 €	Framework	Q3
Want knowledge? Open data!	20,000 €	Framework	Q3
Services to support ETF project activities in Albania	150,000 €	Framework	Q4
Services to support ETF project activities in Azerbaijan	225,000 €	Framework	Q4

\*This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence

**Table 2: Contracts in force**

Activities to be procured under contracts in force		
Title	Estimated value in € (2018)	Contract tool
Provision of expertise to support ETF initiatives for human capital development	1,000,000 €	Framework
Services to support ETF project activities in partner countries	800,000 €	Framework
Provision of Professional Conference Organisation Services	1,500,000 €	Framework
Provision of creative design services	250,000 €	Framework
Provision of content services	50,000 €	Framework
Provision of digital communication services	500,000 €	Framework

## ANNEX X ORGANISATION CHART



Situation as of 31 December 2016

Organisational structure	CA	SNE	LA	TA	Total	Service provider	Total	Vacant position	Grand Total
<b>ETF Operations</b>									
OPS Core (Sr Manager, coordination and sup. staff)	1			6	7		7		7
Systems Policy/Country Analysis Unit	8			27	35		35		35
Thematic Policy Unit	6	1		24	31		31		31
Sub-Total Operations Department	15	1	0	57	73	0	73	0	73
<b>Administration Department</b>									
AD Core (Sr Manager, Facilities, ICT and sup. staff)	4			6	10	3	13		13
Accounting	0			2	2		2		2
Finance & Procurement Unit	8			4	12		12	1	13
Human Resources Unit	4			5	9		9		9
Sub-Total Administration	16	0	0	17	33	3	36	1	37
<b>ETF Directorate</b>	<b>1</b>			<b>2</b>	<b>3</b>		<b>3</b>	<b>1</b>	<b>4</b>
Legal Advice				1	1		1		1
Strategic Advisor					0		0		0
<b>COMM (Communication Department)</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>6</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>12</b>
<b>CPD (Corporate Performance Department)</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>0</b>	<b>9</b>
<b>Grand Total including vacant positions</b>	<b>40</b>	<b>1</b>	<b>1</b>	<b>89</b>	<b>131</b>	<b>3</b>	<b>134</b>	<b>2</b>	<b>136</b>
Vacant positions	1			1	2		2		2
<b>Total including vacant positions</b>	<b>41</b>	<b>1</b>	<b>1</b>	<b>90</b>	<b>133</b>	<b>3</b>	<b>136</b>		<b>136</b>



## ANNEX XI ETF KEY PERFORMANCE INDICATORS 2017-20

This section presents the key indicators for measuring ETF business performance. It comprises all the indicators intended to measure ETF efficiency and effectiveness as well as compliance with performance standards for Decentralised Agencies.

Category	No	KPIs			Target
OPERATIONAL INDICATORS	1	Activity completion rate	★	Rate (%) of completion of the activities of the ETF Work Programme: No. of activities of the ETF Work Programme completed/ No. of activities of the ETF Work Programme planned	90%
	2	Timely achievement of activities of the ETF Work Programme	★	Rate (%) of activities of the ETF Work Programme timely achieved: No. of activities of the ETF Work Programme achieved on time/ No. of activities of the ETF Work Programme achieved	80%
	3	Timely submission of Annual WP/SPD to the EC	★	The Annual WP/SPD timely submitted to the EC	100%
	4	Administrative support and coordination / operational staff ratio	★	(Administrative support and coordination job type category)/(Operational job type category and neutral job type category)	<30%
	5	Level of satisfaction of EC project requests		Rate (%) of positive feedback from EC project request implemented in Year N	80%
	6	Country policy development progress		Rate (%) of countries successfully progressed within stage or next stage of policy development: No. of countries successfully progressed within stage or next stage of policy development/ Total no. of partner countries expected to progress within stages or next stages of policy development	70%
	7	Stakeholder engagement		% of key country stakeholders that have participated in ETF activities / N. of Stakeholder Types	90%
	8	Dissemination reach		Weighted sum of: no. of people reached through digital media, downloads and events in Year N: (No. of people reached through digital media*weight digital media + No. of downloads*weight downloads + No. of events*weight events)	base-line 2016
HUMAN RESOURCE AND FINANCIAL INDICATORS	9	Average vacancy rate	★	% of authorized posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December	5%
	10	Staff engagement	★	Rate (%) of staff engagement from staff survey within the Agency.	>2% inc.
	11	Commitment Appropriation Implementation	★	Rate (%) of implementation of Commitment Appropriations	98%
	12	Payment Appropriations cancellation rate	★	Rate (%) of cancellation of Payment Appropriations	<5%
	13	Timely Payments	★	Rate (%) of payments executed within the legal/contractual deadlines	>90%
	14	Rate of outturn	★	Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding received in Year N	96%
	15	Audit recommendation implementation	★	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines	90%
★ KPIs for Directors and Benchmarking					

# ANNEX XII THE ETF INTERVENTION LOGIC 2017-20

## General objective 2017-20

To contribute to human capital development i.e. the lifelong learning development of individuals' skills and competences, in the context of EU external relations through improved VET systems and improvements in labour market integration and re-integration

## Specific objectives 2017-20: To support partner countries to improve both initial and continuing VET in terms of:

Governance systems and policy making

VET provision and quality assurance

Qualifications and qualification systems

Entrepreneurial learning and enterprise skills

Employment, skills and employability

## Operational objectives 2017-20: To support partner countries through:

Support to EU assistance

Provision of policy analysis and advice

Support to capacity building

Communication, knowledge dissemination and networking

## Outputs 2017-20: To support partner countries to improve both initial and continuing VET in terms of:

Advice to EU programming and policy and monitoring and evaluation provided

Torino Process reports/ advice to partners on governance and policy making

Advice on VET provision and quality assurance

Advice on qualification systems

SBA assessments

Advice on skills anticipation mechanisms and tools

## Project outcomes 2018-19

### Support to EU assistance in the context of EU external policies

The relevance of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to programming and project design  
The efficiency and effectiveness of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to implementation, monitoring and evaluation

EU policy dialogue on HCD issues is enhanced in partner countries through ETF policy and thematic contributions

### Governance system and policy making

Policy development and implementation of VET decentralisation is strengthened and human resources are a key asset in territorial strategies for sustainable development in the selected regions/countries

Increased capacity of social partners and other civil society organisations to take an active role in VET governance at national and/or territorial level in selected partner countries

VET governance reviews inform policy options for good and multilevel governance including financing in selected partner countries

The information basis and evidence sources are strengthened across ETF partner countries

A policy evaluation framework for VET is available and used by partner countries in the fifth round of the Torino Process

### VET provision and quality assurance

Work-based learning enhanced in different forms, with special attention to apprenticeships and internships/traineeships, by involving social partners, companies, chambers and VET providers

Systematic approaches to, and opportunities for continuing professional development of VET teachers, trainers and mentors introduced

Further development and implementation of quality assurance mechanisms in VET in line with EQAVET recommendations

### Qualifications and qualifications systems

Lifelong learning qualifications systems progressed and skills and knowledge of partner country institutions and stakeholders developed

Evidence-based policy and international policy discussions, moderated by the ETF, inform partner country reforms of qualifications systems

Candidate and potential candidate countries progress towards referencing their NQFs to the EQF. External dimension of EQF implemented where relevant

### Entrepreneurial learning and enterprise skills

Progress achieved in partner country implementation of SBA human capital recommendations

Partner countries develop mechanisms to identify and share good practice in training

### Labour market information systems and skills for employability

Further development and implementation of labour market and skills intelligence tools and mechanisms

Further development and implementation of comprehensive policies and mechanisms to facilitate transition to work

Increased information and awareness among partner countries of Mobility Partnerships with the EU to develop and implement migrant support measures

## Intermediate impact

Partner countries have evidence and use it for their system of monitoring and/or evaluation of education/VET policies

*I: improvement over time of the level of availability and use of evidence in monitoring and evaluating national education/ VET policies*

VET policy features work-based learning

*I: improvement over time of existence and implementation of work-based learning in VET*

Qualifications defined by learning outcomes placed in NQF

*I: improvement over time of the level of definition and integration of qualifications in national NQFs*

Entrepreneurship key competence is defined as an objective of national education policies

*I: improvement over time of the level of inclusion of entrepreneurship as a key competence in national education policies, learning and enterprise skills*

Horizontal coordination mechanisms in place between actors - Vertical coordination mechanisms in place between national/sub-national sectoral levels

*I: improvement over time of national coordination mechanisms - horizontal and/ or vertical*

## Long-term impact

Attractiveness, participation in VET

*I: Improvement over time in participation rates in VET*

Efficiency, VET graduation

*I: Improvement over time in graduation rates in VET*

Effectiveness, VET employability

*I: Improvement over time in employment rates of VET graduates*

# ANNEX XIII STRATEGIC PROJECTS ACTIONS, OUTPUTS AND INDICATORS 2018

Strategic Project 1: Support to EU assistance in the context of EU external policies	
Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 1</b></p> <p>The relevance of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to programming and project design</p> <p>SEET</p> <p>XK: Identification and formulation of IPA II AAP 2018 (TBC) (new)</p> <p>SEMED:</p> <p>DZ : Support to 2017 Programming through transversal integration of employability and promotion of new professions in different sectors of interventions (cont.)</p> <p>TN: Identification and formulation of the employment component "Jeunesse Active" (TBC September)</p> <p>EaP</p> <p>AZ: Identification and formulation of the EU TCF on skills anticipation and workforce planning (AAP 2016) (delayed)</p> <p>BY: Identification and formulation of AAP 2018 EU intervention (TBC) (new)</p> <p>UA: Identification and formulation of the EU intervention 2018-2020 (cont.)</p> <p>Cross Country/All Countries</p> <p>New EC Requests</p>	<p>80% of the EU services supported for policy dialogue, programming/project design monitoring and evaluation and implementation assess the ETF contribution positively</p> <p>The ETF is requested to support the implementation, monitoring or evaluation in 50% of its partner countries</p>
<p><b>Outcome 2</b></p> <p>The efficiency and effectiveness of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to implementation, monitoring and evaluation</p> <p>SEET</p> <p>AL: Support to the monitoring and policy dialogue for the EU SRC Employment and Skills (IPA 2015) (cont.)</p> <p>XK: ALLED II (IPA 2017) Project Steering Committee inputs and participation (cont.)</p> <p>TR: Content and methodological advice for IPA II and TAIEX interventions (cont.)</p> <p>TR: Support to monitoring of IPA II projects, including observer in IPA Sectoral Management Committee (cont.)</p> <p>SEMED</p> <p>DZ: Support to monitoring of EU project AFEQ (AAP 2014) (cont.)</p> <p>EG Content monitoring of EU TVET II (NIP 2011-13) (cont.)</p> <p>JO: Support to the monitoring and policy dialogue for the EU SRC Skills for Employment and Social Inclusion (AAP 2014), including observer in the Steering Committee (cont.)</p> <p>TN Content and methodological advice for IRADA (AAP 2015), including observer in the Project Steering Committee observer (cont.)</p> <p>Regional SEMED: Content and methodological advice to YEM (including observer in the project steering committee with DG NEAR and UfM)</p> <p>EaP</p> <p>AZ: Support to the monitoring of the EU Education Support Programme (AAP 2014) (cont.)</p> <p>BY: Content and methodological advice for the EU Employment and VET project implementation, including observer in the Project Steering Committee (cont.)</p> <p>GE: Content and methodological advice for EU SRC EVET (AAP 2013) (cont.)</p> <p>GE Design of the complementarity measures of the EU SRC Skills Development for Better Employability (AAP 2017) (cont.)</p> <p>Regional EaP: Support to the EU4Y operationalisation and monitoring (cont.)</p>	





Strategic Project 2: Policy analysis and system wide progress monitoring	
Actions –Outputs 2018	Indicators 2018
<b>Outcome 1</b> The information basis and evidence sources are strengthened across ETF partner countries Cross Country Data Collection and evidence quality assurance (KIESE, CPIs qualitative, Data collection national in 20 countries, QTAFI contract, short report on national data) and support to OPS SPs SEET RIGA monitoring and Reporting ( Expertise provision in CC and contract TR) SEMED Consolidation and ad-hoc coaching and support (TN)	Increased availability of indicators and information available across partner countries (quantity and periodicity improved) Targets: 1.1 At least 10 countries make progress in one of the principles vis a vis the 2015 assessment 1.2 At least 3 countries move to a higher development stage
<b>Outcome 2</b> A policy evaluation framework for VET is available and used by partner countries in the 5th round of Torino Process Communication (kick off 2019) Preparation of TRP 2019-20	Number of countries taking part to the 5th round of the Torino Process is maintained or improved against the 4th round of implementation Targets: 2.1. At least 2 countries improve the evidence basis in relation to 1 or more MTDs 2.2 There is a higher degree of comparability of data between CC and EU for at least 1 MTD area

Strategic Project 3: VET Governance	
Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 1</b></p> <p>Policy development and implementation of VET decentralisation is strengthened, and human resources is key asset in territorial strategies for sustainable development in selected regions/countries</p> <p>Cross Country</p> <p>Change logic: Launching and facilitating internal discussion at OPS level</p> <p>EU request VET governance and financing analysis, in 1 country</p> <p>Feed international debates on multi level governance. Optimise dissemination via international/EU/regional platforms and initiatives.</p> <p>Governance input to evaluation in TRP 2019, and possible adjustment of regional dimension in the AF</p> <p>Potential follow-up VET financing in synergy with SP PROV as follow up to WBL work (GE, KZ and MK, EG Tbc)</p> <p>Tool box of governance products: a user guide to ease dissemination inside and outside ETF.</p> <p>Graphic design of financing topical notes. Translations in selected country languages e.g. Russian, where needed</p> <p>Updating inventory for 10 countries</p> <p>Use of digital means to reach out and feed knowledge to stakeholders</p> <p>SEMED</p> <p>MA Policy advice VET Regional Commissions and Sectoral Commissions, and their articulation with National VET Commission.</p> <p>EG TVET II content monitoring on VET governance</p>	<p>Targeted countries introduce mechanisms for national and sub-national coordination in VET (85% of targeted countries).</p>
<p><b>Outcome 2</b></p> <p>Increased capacity of social partners and other civil society organisations to take an active role in VET governance at national and/or territorial level in selected partner countries</p> <p>Regional SEET</p> <p>Capacity building of Tripartite Economic Social Councils via ESAP in collaboration with ILO (synergy with other SPs tbc)</p> <p>EaP</p> <p>MD Government and social partner cooperation for modernised VET governance: capacity building and policy advice</p> <p>SEMED</p> <p>JO Support policy dialogue on public private partnerships</p> <p>Cross Country</p> <p>paper on Forms and types of public-private partnerships in VET within LLL: options for institutionalisation in ETF partner countries</p>	<p>Social partners and other civil society organisations increased participation by 20% in VET governance actions in selected partner countries.</p>
<p><b>Outcome 3</b></p> <p>VET governance reviews inform policy options for good and multilevel governance including financing in selected partner countries.</p> <p>SEET</p> <p>RS Institutional mechanisms for skill development through national, sub-national and sectoral coordination and cooperation ("Knowledge Hub"): building sub-national capacities.</p> <p>SEMED</p> <p>TN : Institutional mechanisms for national, sub-national and sectoral coordination and cooperation in VET.</p> <p>TN: Monitoring EU project IRADA (tbc)</p> <p>EaP</p> <p>UA Capacity of national ministries and regional VET councils/administrations to implement VET decentralisation. Debate public private partnerships in regional VET. Policy advice on VET Law.</p>	<p>ETF analysis on the financial sustainability of VET strategy informs decision on potential new EU intervention,</p>

Strategic Project 4: VET provision and quality assurance	
Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 1</b></p> <p>Work-based learning enhanced in different forms, with special attention to apprenticeships and internships/traineeships, by involving social partners, companies, chambers and VET providers.</p> <p>Cross-country/All countries:</p> <p>Contribution to EU internal policy development</p> <p>Contribution to EU SUP</p> <p>Review of career guidance systems, 2 countries</p> <p>1 Country: CVET - WBL practices in companies (pilot study)</p> <p>Regional meeting WBL EaP - EaP Only</p> <p>Regional SEET:</p> <p>3rd DG EMPL/ETF seminar on EAfA for Candidate Countries + follow-up</p> <p>WBL course for VET stakeholders / design of 4 and implementation of 2 modules, EaP and CCs (SEET)</p> <p>WBL platform for knowledge sharing EaP and CCs (SEET)</p> <p>AL: Support to implementation of EU Riga MTD on WBL / School/enterprise liaison person</p> <p>PASO / VET Provider based Development Unit</p> <p>MK Support to implementation of EU Riga MTD / National Working Group on WBL</p> <p>ME: Support to implementation of EU Riga MTD / Exploring options for apprenticeship implementation</p> <p>RS: Support to implementation of EU Riga MTD on WBL / Quality improvement plan and toolbox for traineeships</p> <p>TR: Support to implementation of EU Riga MTD on WBL / Quality improvement plan and toolbox for traineeships</p> <p>TR: Support to implementation of EU Riga MTD on WBL / Follow/up on joint study with EBRD on apprenticeship and OJT</p> <p>Regional SEMED</p> <p>Follow-up recommendations policy review/UNESCO coop</p> <p>EG: Carer guidance course for policy makers and PES</p> <p>Cross-country/All countries: ILO-ITC-ETF joining career guidance policy course</p> <p>Regional EaP:</p> <p>WBL course for VET stakeholders / design of 4 and implementation of 2 modules, EaP and CCs (EE)</p> <p>WBL platform for knowledge sharing EaP and CCs (EE)</p> <p>MD: Quality improvement of internships</p> <p>GE: Financing of WBL</p> <p>AR: Policy formulation / National working group on WBL / Bridging EU budget support / PLA France</p> <p>UA: Support to WBL policy development</p> <p>CA</p> <p>KZ WBL course for VET stakeholders / design of 4 and implementation of 2 modules, EaP and CCs (KZ)</p> <p>KZ WBL platform for knowledge sharing EaP and CCs (KAZ)</p> <p>KZ: Kazakhstan - follow-up policy recommendations WBL</p> <p>Cross-country/All countries: WBL International - IAG</p>	<p>All five candidate countries implement MTD WBL policy options and participate in EAfA. A majority of EaP countries develop further policies / or implement new WBL schemes. Results of the WBL reviews will be shared with SEMED countries involved and follow-up actions identified for 2019.</p>

Strategic Project 4: VET provision and quality assurance	
Actions –Outputs 2018	Indicators 2018
<b>Outcome 2</b> Systematic approaches to, and opportunities for continuous professional development of VET teachers, trainers and mentors introduced Cross Country Analysis of the VET Profession, 6-8 countries Digital CPD - Video pedagogy, 3-4 countries Digital Skills as key competence for VET - Conceptual development of future ETF actions / Shadowing, follow-up Candidate Countries ET2020 TWG on DSC (CCs Virtual network) - Candidate Countries only Support to RIGA Process - Success stories/Lessons learnt from demo-projects for CPD policy and practice (Workshop, Webinar, brochure) - Candidate Countries only	At least 5 countries successfully participate in an international survey that measures progress in CPD and informs policy making about VET teachers Material from international Report and/or Guidance on video pedagogy is accessed by at least 100 practitioners and policy makers
<b>Outcome 3</b> Further development and implementation of quality assurance mechanisms in VET in line with the EQAVET recommendation Regional SEMED/SEET Annual Forum for Quality Assurance in VET (SEET and SEMED) E platform for QA in VET / Data collection, Country fiches update and dissemination, SEET and SEMED Region/based (SEET and SEMED) workshop & peer review on QA in VET	At least 14 partner countries participate in the Transnational Forum on QA in VET and at least 5 partner countries are committed to develop a systemic QA approach and focus on systematic monitoring of QA improvement.



## Strategic Project 5: Qualifications and qualifications systems

Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 1</b></p> <p>Lifelong learning qualifications systems progressed and skills and knowledge of partner country institutions and stakeholders developed.</p> <p>SEET</p> <p>AL: Advise AQF taskforce on levelling, sector committee functions, and databases of qualifications; 3 events: 1 x A1 methodological, 2x A2 applied.</p> <p>BA: Technical advice and support on implementing VNFIL system. International expert to design methodology. 1 x event, Policy Lab, Applied.</p> <p>XK: Advise on implementation of VNFIL system, including pilots. 1 x Policy Lab, A2 applied. International expert.</p> <p>XK: Advise EU Office on future IPA programme in KOS, link ETF work to donor interventions.</p> <p>MK Support authorities in designing and producing info-methodology pack; national expert; 1 x policy lab, A2 applied.</p> <p>RS: Advise on NQF legislation, drafts of EQF reference report.</p> <p>TR: Advise authorities on levelling and VNFIL procedures.</p> <p>TR: Support to VOCTest Centres on auditing refugees' skills; 1x Policy Forum Stakeholders, B1.</p> <p>TR: Content and methodological advice to EU DEL and TU authorities.</p> <p>SEMED</p> <p>MA: Advise authorities on revising NQF Implementation roadmap.</p> <p>MA: Facilitate second testing of qualifications levelling, international expert; 1 x Policy Lab, A2 applied.</p> <p>MA: Advice to EU DEL on NQF Twinning Fiche</p> <p>TN: Advice to EU DEL; content and methodology.</p> <p>EaP</p> <p>AZ: Support implementation of EU projects in VET curricula and NQF.</p> <p>AZ: Advise EU DEL and AZ authorities on programming.</p> <p>AZ: Follow-up of occupational standards evaluation, including developing guidelines. International expertise, national expertise 1 x policy lab, A2 applied.</p> <p>BY: Content and methodological advice to EU DEL and BY authorities; monitor and report progress; review strategic documents.</p> <p>GE: Produce NQF handbook; advise on issues e.g. permeability following 2017 analysis of NQF.</p> <p>GE: Advise EU DEL and GEO authorities on Twinning Fiche</p> <p>MD: Advise MLD authorities on integrating components to produce LLL NQF.</p> <p>MD: Support VNFIL implementation. 1 x Policy Lab methodological, A1; international expert.</p> <p>UA: Advise UKR authorities on monitoring plan. National expert.</p> <p>UA: Support development of VET standards. International experts; national experts. 3 x Policy labs, A2 applied.</p> <p>UA: Advise NQA on website and communication tools and strategy. National expertise. 1 x policy lab, applied A2.</p> <p>UA: Advise on implementing VNFIL system. International expertise; national expertise; 1 x Policy Lab, A2 applied.</p> <p>UA: Advise on legislation. National expertise.</p> <p>UA: Advise authorities and Commission on EU interventions.</p> <p>CA</p> <p>Regional CA: Advice to CAEP partners in NQF component.</p>	<p>Partner countries progress within, or to next, policy development stage</p>

Strategic Project 5: Qualifications and qualifications systems	
Actions –Outputs 2018	Indicators 2018
<b>Outcome 2</b> Evidence based-policy and international policy discussions, moderated by ETF, inform PCs' reforms of qualifications systems. Cross-country/All countries: Level 5 event, linking HE and VET in NQFs; 1 x event, Policy Lab, A1 methodological. Toolkit in draft Global NQF Inventory 2 internal seminars QP and QP correspondents event; event is B Policy Forum, B2 Practitioners. Ad-hoc international events Regional SEET: SEET VNFIL Inventory.	Application of outcomes and wider lifelong learning principles in qualification systems; recorded in NQF Inventory country chapters
<b>Outcome 3</b> Candidate and potential candidate countries progress towards referencing their NQFs to the EQF; external dimension of EQF implemented in relevant partner countries All countries EQF meetings World Reference Level meetings	Measures for transparency, quality, labour market relevance and portability of qualifications, and compatibility with EQF, implemented by partner countries developing NQFs.

Strategic Project 6: Employment, skills and employability (including skills and migration)	
Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 1</b></p> <p>Further development and implementation of labour market and skills intelligence tools and mechanisms</p> <p>SEET</p> <p>XK: Expert support to the development of tracer tool and skills intelligence</p> <p>BA: Expert support to the development of skills intelligence</p> <p>RS: Event organisation on the development of skills intelligence</p> <p>MK: Support to development of skills intelligence</p> <p>Regional SEET:</p> <p>Monitoring partner countries' main policy developments in the field of employment and skills, and providing the EC with update of the progress, in particular supporting progress reporting and inputs to ERPs (EC requests: XK, TR)</p> <p>Support to regional policy dialogue – Support to ESAP and other regional initiatives</p> <p>EaP</p> <p>AZ: Expert support to establishment of skills observatory</p> <p>UA: Expert support to the development of skills intelligence</p> <p>MD: Expert support to the establishment of Skills observatory</p> <p>Regional EaP:</p> <p>Support to regional policy dialogue – and contribution to EaP panel on Youth employment and employability</p> <p>Coordination of Make it Match network.</p> <p>Expertise inputs to EC services (ENI-East employability fiches) and EU DELs for EU-PC policy dialogue and EU programming (EC requests for AZ, GE)</p> <p>SEMED</p> <p>DZ: Expertise inputs to support capacity building on skills intelligence at local level</p> <p>LB: Expertise inputs to support development of employers survey</p> <p>Regional Semed:</p> <p>Support to regional policy dialogue – support to UfM dialogues and expertise inputs to initiatives by the UFM Secretariat</p> <p>Expertise inputs to EC services (ENI-South employability fiches) and EU DELs for EU-PC policy dialogue and EU programming (EC requests DZ, TN, EG)</p> <p>Cross Country</p> <p>Development of a skills mismatch analysis in three countries</p> <p>Development of an e-learning tool of the Learning Programme on Skill needs anticipation</p> <p>Thematic expertise on Future for work</p> <p>Organisation of ETF corporate conference 'Skills development - from mismatch to matching'</p> <p>Contribution to the international debate and sharing good practices and achievements</p> <p>Revision of the Position paper on Skills anticipation and matching</p> <p>Publication of report on skills mismatch analysis in partner countries</p>	<p>At least half of countries receiving ETF support uses labour market and skills intelligence to inform VET and skills development policies</p>

Strategic Project 6: Employment, skills and employability (including skills and migration)	
Actions –Outputs 2018	Indicators 2018
<p><b>Outcome 2</b></p> <p>Further development and implementation of comprehensive policies and mechanisms to facilitate transitions to work</p> <p>Regional SEMED:</p> <p>SEMED: in depth analysis on labour market developments in two countries</p> <p>Regional EaP:</p> <p>EaP region: Regional report on youth-related employment policies and activation measures</p> <p>Publication of six country reports on Mapping youth-related employment policies and activation measures</p> <p>Cross country: Reacting to new and emerging information needs of EU institutions and responding to Ad hoc requests in the field of youth employability</p>	<p>At least half of countries receiving ETF support have established mechanisms to support transitions to work.</p>
<p><b>Outcome 3</b></p> <p>Increased information and awareness of partner countries with Mobility Partnerships with EU to develop and implement migrant support measures;</p> <p>Cross-country/All countries:</p> <p>Expertise inputs to EC services and relevant countries on the skills dimension of Mobility Partnerships</p>	<p>In at least four of the partner countries with Mobility Partnership agreements, skills-related measures are developed to support migrant integration into labour market</p>



Strategic Project 7: Entrepreneurial learning and enterprise skills	
Actions –Outputs 2018	Indicators 2018
<b>Outcome 1</b> Progress achieved in partner countries implementing SBA human capital recommendations Regional SEET: SBA Coordination at ETF, Multi-Agency Group, Procurement SBA thematic chapters Riga Team Coordination, Riga report SBA assessment, focus groups & country write-up (AL, BA, XK, MK, ME, RS, TR) Regional SEMED: SBA Coordination at ETF, Multi-Agency Group Regional assessment follow-up Regional EaP: Coordination and SBA assessment planning 2018 SBA assessment, launch event (AR, AZ, BY, MD, UA) Cross-country Cross-regional Women's Entrepreneurship Report Updates, EU policy intelligence EEhubEU, RCC Industry Working Group, ESP & WES Boards TRP Developments Knowledge sharing/development, Cappuccinos	Improvement in SBA performance on the HCD dimensions in at least 10 partner countries
<b>Outcome 2</b> Partner countries develop mechanisms to identify and share good practice in training Cross Country SEET SBA follow-up ME SBA follow-up BA EaP SBA assessment, launch event (GE) SBA follow-up GE (+ EU support preparatory) SBA follow-up UA SEMED SBA follow-up TN (+EU support preparatory) Cross-country/All countries: SME skills call: Project Coordination, procurement SME skills: peer review and site visits Ad hoc: Commission, delegation Parliament, EESC, other Innovation Project – good practice self-assessment toolkit	Up to 10 SME skills good practices peer reviewed and available on ETF platform At least 3 countries with national good practice frameworks established for women's entrepreneurship training

# ANNEX XIV COLLABORATION WITH OTHER EU AGENCIES

## ETF - Cedefop Collaboration in 2018

Core Themes	Specific themes for 2018	Exchange of information and good practice	Joint actions	Knowledge sharing seminars
Vocational education and training system development and provision	VET policy reporting	Exchange of information and experience on EU and third country policy and operational issues	<ul style="list-style-type: none"> <li>- ETF and Cedefop will continue working together on the Monitoring of the MTDs in candidate countries and member states respectively. The 2 agencies will continue using the same online policy reporting platform as developed by Cedefop.</li> <li>- ETF and Cedefop will continue close collaboration within the ACVT/DGVT platforms to ensure follow up of all related Riga activities within the agenda of each EU presidency.</li> </ul>	<p>Thessaloniki KSS (ETF – Cedefop)</p> <p>Torino KSS seminar (ETF- Cedefop)</p>
	Work-based and work-placed learning		<ul style="list-style-type: none"> <li>- Cooperation within the frame of the ET2020 Working Group on VET and the Inter-Agency Working Group on WBL learning and quality assurance in VET.</li> <li>- Mutual contributions to events on Work-based learning and quality assurance in VET</li> </ul>	
	Qualifications development		<ul style="list-style-type: none"> <li>- Cooperation in monitoring NQF developments in Europe</li> <li>- Cooperation (also with UNESCO) will continue on global qualifications frameworks developments, including in co-producing, with UNESCO the fourth edition of the Global NQF Inventory.</li> <li>- Coordination with Cedefop in engaging SEET countries in assembling VNFIL Inventory</li> <li>- Participation in joint seminars</li> </ul>	
	Skills matching and anticipation/identification		<ul style="list-style-type: none"> <li>- Co-operation will continue in the area of skills matching, with a special focus on anticipation</li> </ul>	
	Migration and skills		<ul style="list-style-type: none"> <li>- Exchange on methodologies and tools on labour market integration and skills validation/ recognition of migrants</li> <li>- Mutual contribution to events</li> </ul>	
Strategic issues	Participation in the Governing Board meetings	<p>Cedefop GB: September or October 2018</p> <p>ETF GB: June 2018 and November 2018</p>		



## ETF - Eurofound Action Plan for 2018

Annex to the Collaboration Agreement

between

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

The European Training Foundation, Turin ("ETF")

### ACTION PLAN FROM JANUARY TO DECEMBER 2018-2019

In accordance with Article 6 of the Collaboration Agreement, Eurofound and the ETF have agreed the following action plan to cover the time period from January 2018 to December 2019:

<p><b>Cooperation</b></p>	<p><b>European Company Survey</b></p> <p>The ETF and EF will undertake preparatory work for the analysis of results of the Company Surveys, particularly in relation to the candidate countries.</p> <p>The field work for data gathering will take place in 2018-2019 and results will be analysed in 2019. Cooperation of the two Agencies is foreseen in relation to the analysis of data for the candidate countries included in the ECS, namely, Albania, former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey.</p> <p>Contact person ETF: Manuela Prina / Mircea Badescu</p> <p>Contact person EF: Gijs van Houten / Stavroula Demetriades</p>
	<p><b>Social partnership</b></p> <p>Cooperation will focus on exchange of information and knowledge, with a special focus on the concept of representativeness and capacity building of social partners.</p> <p>This will take the form of mutual participation to relevant events and meetings organised by EF/ETF. A knowledge sharing seminar (KSS) or webinar is also to be organised.</p> <p>Contact person ETF: Siria Taurelli</p> <p>Contact person EF: Christian Welz</p>

<b>Development of programming document</b>	<p>Exchange of draft work programmes before their approval by the respective Administrative Boards. Both agencies will refer to each other's work and cooperation where appropriate.</p> <p>Contact person ETF: Anastasia Fetsi / Samuel Cavanagh</p> <p>Contact person EF : Sylvaine Recorbet / Manuel Gómez Martín</p>
<b>Organisation of the annual consultation</b>	<p>Organisation of an annual meeting (possibly teleconference) to discuss and assess progress on the above and other relevant issues.</p> <p>Contact person ETF: Anastasia Fetsi/Samuel Cavanagh</p> <p>Contact person EF : Stavroula Demetriades/Manuel Gómez Martín</p>

Eurofound and ETF will inform their respective Governing Boards on progress with regard to the implementation of the agreed annual action plan. Both Agencies will also ensure that staff is sufficiently informed about the plan and is committed to its implementation.

On behalf of Eurofound, Stavroula Demetriades has been nominated as the contact person for this Agreement. Anastasia Fetsi will be ETF's contact person.

Agreed by both Agencies and signed:

for the European Training Foundation

Cesare Onestini  
Director

for the European Foundation for the  
Improvement of Living and Working Conditions

Juan Menéndez-Valdés  
Director



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