



ETF GOVERNING BOARD 14 JUNE 2005

CHAIRMAN: MR VAN DER PAS, DIRECTOR GENERAL DG EDUCATION & CULTURE

Minutes

Introduction

The Chairman opened the meeting and welcomed all participants.

1. Adoption of the agenda

The Board adopted the draft agenda.

It was agreed to bring forward Item 9, point iii "Governing Board revised Rules of Procedure" as Item 5, point i on the agenda.

On request of some Governing Board Members it was agreed that future Governing Board agendas should try to cluster points for adoption, decision and discussion. The agenda should also include an item on the outcomes of any written procedures undertaken since the last meeting (**ACTION POINT ETF**).

2. Adoption of the minutes of the meeting 9 November 2004 and report on action points

The Minutes of the previous meeting held on 9 November 2004 were adopted.

Peter Greenwood (ETF) reported on the action points arising from the minutes of the last meeting for ETF. Firstly, he informed the Board that ETF had finalised its 2005 Country Plans. Members had been provided with a copy of the Plans among the documents of the meeting. Secondly, ETF had produced a brochure outlining its services to Member States in all GB working languages. Thirdly, Mr. Greenwood confirmed that ETF had supported Mr Engel in the preparation of the Analysis and Assessment of the ETF Annual Activity Report 2004. Finally, that ETF ensured that Governing Board Members received all documents in all the languages fifteen working days before the meeting.

In addition Mr Greenwood summarised the outcomes of the written procedure that had taken place since the last Board meeting. Through the procedure, the GB had adopted the ETF pre draft budget 2006 amounting to 19,450,000€ which included an additional 450,000 € to cover increasing Tempus technical assistance costs. GB Members had also agreed to extend ETF's use of the Commission's implementing rules for the Staff Regulations until the specific implementing rules for EU agencies had been defined by the Commission and the European Parliament.

Maria José Muniozguren Lazcano (Spain) asked when international co-operation sections of the ETF Country Plans, which were defined as still "under development", would be finalised.

Muriel Dunbar (ETF) remarked that ETF tried to give a comprehensive picture of other donors' activities through the international co-operation section of the Country Plans. This information would need to be regularly updated by ETF in consultation with stakeholders.

3. Introductory remarks by the Chairman of the meeting

The Chairman made reference to the difficult debate at a European level on the Constitution and the Financial Perspectives 2007-2013. He stressed that these difficulties were creating uncertainties for the definition of EC policies and programmes in all fields. This not only affected the field of education and training, but also EU external policies and consequently the perspectives for the Tempus programme. The Chairman underlined that the new policy instruments and programmes in areas of relevance for ETF would constitute an important watershed in ETF life. To prepare for that the Commission should come forward early next year with a proposal for an amended legal base for ETF to take account of the changes in the instruments. Between now and the autumn, it would therefore be necessary to clarify, in consultation with the various stakeholders, what role the ETF would play under the new instruments and what changes should be made to its founding regulation. The Chairman pointed out that in 2005 the Commission would be conducting an evaluation of ETF's activities, and this would feed into the reflection process. He informed the Board that the Commission intended to present at the next meeting a discussion document setting out the main outlines of the new legal base. The Commission would then initiate the legislative process in early 2006.

Andrea Perugini (Italy) asked what would happen if the Financial Perspectives were not approved by the Council at the end of June 2005.

The Chairman, explained that if there were no decision by the end of June 2005, or at the latest by the end of 2005, it would be necessary to think about extending the existing programmes for another year.

Dietrich Nelle (Germany) asked for information on the preparation for the Tempus programme.

The Chairman confirmed that the Commission was preparing a new Tempus programme for the financial perspectives 2007-2013. A working group from different Commission services was preparing the new programme. The Board would be informed in due time on the outcomes of that process. **(ACTION POINT Commission)**.

4. Oral reports

4.(i) Oral report by the ETF Director on trends in ETF activities and organisational development during the first semester 2005

Muriel Dunbar opened her presentation with the ETF film "Learning without Frontiers", which gave an overview of ETF activities in the partner countries. The Director then gave an outline of recent trends in Commission requests for ETF services. The level of requests in 2005 was similar to the level in 2004. However, the pattern of request was changing due in particular to an increase in requests for support to programming in the Neighbourhood and Central Asian countries. She informed the Board that some programming contributions had already been submitted to DG Relex and ETF had got positive feedback. A similar exercise would be carried out at the end of 2005 on behalf of DG Enlargement. In addition, although there was an increase requests for project monitoring, there were still relatively few requests for project evaluation and dissemination of results.

The Director introduced ETF Country Plans as a tool to help GB Members follow ETF activities in the partner countries. Overall, the Plans showed that the allocation of ETF resources to partner countries was broadly in line with their level of priority in EU external relations policies.

The Director briefed Members on the organisational change under way in ETF. In order to enhance its capacity to respond to Commission current and future requests ETF was developing its flexibility and know-how through a number of interlinked initiatives. The first

initiative had been to reach a common understanding of ETF's role and values. The Director referred to the ETF new Mission Statement which had been circulated to GB Members. The second activity had begun with a review of ETF's structure and main processes with support from PriceWaterhouseCoopers and in consultation with ETF staff. The reorganisation would reinforce ETF's capacity to deploy its experts in competence-based teams. ETF would complete the re-organisation by the end of 2005, thereby allowing ETF Work Programme 2006 to be implemented under the new model. The review of the organisation would reduce the management overhead through a flatter management structure. From 2006, ETF would have one operational department which would be lead by Sandra Stefani. Sandra Stefani would join ETF Senior Management Team, which would be the only management body for ETF. The Director expected that the new structure would not require an additional deputy director given the broad range of responsibilities taken by Ms Stefani. However, ETF final position on the deputy director post might be modified in the light of the conclusions in the 2005 external evaluation. The director took the opportunity to acknowledge the constructive and active role that the Staff Committee had played in the process. She mentioned the staff survey conducted by the Staff Committee which had provided useful input to the change process. The director also introduced the ETF Expertise Development Framework which had been set up to foster staff development and improve ETF expertise capacity. In addition to thematic groups and internal seminars, a Study Support Scheme would provide an opportunity for staff to undertake further university studies. Finally, the ETF Director confirmed to the Board that ETF would continue to assess its activities, in order to improve its impact in partner countries and return on investment for the Community. In this light, ETF would reinforce its attention to monitoring, evaluation and audit activities.

The Chairman thanked the ETF Director and invited comments from Members.

Maria José Muniozguren Lazcano (Spain) expressed some concerns about the organisational changes in ETF, their impact on ETF staff and their link with the external evaluation process, and asked for more information.

Dietrich Nelle (Germany) and Madlen Serban (Romania) also asked for more information on the new organisation process and management structure. They asked how ETF would maintain capacity to provide tailor-made approaches at a regional level as had been proposed in the GB seminar on 13 June. **Mr Nelle** asked ETF to provide information on EC requests as these would be an important feature in the upcoming external evaluation process. He asked what criteria had been used to select study providers for the ETF Study support scheme.

Andrea Perugini (Italy) asked how ETF managed the flow of requests from the Commission. He welcomed an increased attention to evaluation and dissemination of results. He appreciated the change process, but considered that the deputy director position was a separate issue that should be addressed by the forthcoming external evaluation.

Micheline Scheys (Belgium), Franki Ord (United Kingdom) and Michel Francois (France) encouraged ETF to develop as a learning organisation and welcomed the consultative approach taken by the director. **Franki Ord** asked how ETF managed the different and possibly conflicting requests from the Commission and partner countries.

Tal Hasson (DG Enlargement) thanked ETF for the services provided to DG Enlargement. He informed the GB that ETF had kept DG Enlargement informed on the change process of the reorganisation, and that the DG fully supported the process.

Muriel Dunbar responded to GB Members by saying that ETF would monitor the impact of the reorganisation on staff, and that another staff survey would be launched in six months. She explained that ETF had launched the reorganisation in early 2005 to be fully ready for the new programmes in 2007. If the ETF had waited for the external evaluation report, then the change would only start in 2006 which would not give enough time to complete the process. The Director argued that the merging of the current geographical departments into one operational department would improve the deployment of expertise in the house. She assured Governing

Board members that the results of the external evaluation would be fed in to the change process, including the issue of the deputy director. The ETF Director stated that the providers for the ETF Study Support schemes resulted from proposals made by staff. The organisation had not pre-defined any geopolitical criteria. Finally, the Director explained that ETF was starting to assess Commission requests to ensure consistency with EC priorities. To reduce conflicting priorities, ETF consulted with EC Delegations before accepting requests from partner countries.

The Chairman concluded by expressed his appreciation for the work of the Director and the developments under way in ETF.

4.(ii) Update on progress on Commission policies and programmes that have an impact on the ETF

Mr Fredrik Svedang, (EC, DG Relex) updated the Board on the preparation of the new external assistance Instruments, and in particular the European Neighbourhood and Partnership Instrument (ENPI) and the Development Cooperation and Economic Cooperation Instrument (DCECI). Mr Svedang confirmed that the instruments provided a sound technical framework for programming and implementation of EU support. They did not define specific policies. The instruments had been warmly welcomed by the European Parliament and the Council. The institutions were presently discussing the division of responsibilities between Member States and European Commission as well as the distribution of resources across the regions. He informed the Board that Action Plans for seven ENPI partner countries were currently under approval and a further three for countries from Caucasus and Egypt were under preparation. The Commission would soon start preparing Plans for Lebanon and Algeria. Education, including VET, was a key sector in all Plans.

Mr Tal Hasson (EC, DG Enlargement) briefed the Board on the Instrument for Pre-accession Assistance (IPA). He confirmed that the aim was to create a single framework to streamline pre-accession assistance. There were five components, namely: transition assistance and institution building, regional and cross border cooperation, regional development, human resources development; and rural development. The first two components would apply to both potential Candidate Countries and Candidate Countries, while the last three applied only to Candidate Countries. The potential Candidates would also benefit from measures to foster stabilization, reconciliation throughout the Western Balkans through regional and cross-border cooperation. The full pre-accession package for Candidate Countries would focus on the "acquis". The proposed IPA had been adopted by the Commission on 29 September 2004. Mr Hasson informed the Board that the IPA had been well received by the Council and that there were still discussions to define details on the scope of the instrument, eligibility and how to implement assistance. Both the Council and the Parliament would be involved in setting the strategic political and financial framework for the IPA. The first stage would consist of a multiannual indicative financial framework prepared by the Commission which would allocate funds by component and by country. The second stage of the implementation, the Accession Financial Strategy document, would define the strategic direction of the programmes. On the basis of the strategies, the Commission would establish and adopt annual or multiannual programmes depending on the component under review. Hopefully, this programming exercise would start at the beginning 2006 with the active participation of ETF. In parallel the Commission would be working on the implementing regulations for each component of the IPA. The first draft of the regulations was expected in summer 2005.

Sergio Piccolo (EC, AIDCO) made reference to the seminar which had taken place the day before. He asked ETF to provide an overview of requests from EC Delegations according to the different geographical areas and by type of service. (***ACTION POINT ETF***)

Andrea Perugini (Italy) reported to the Board that the Italian Government was in favour of more flexibility for participation by candidate and potential candidate countries in the five IPA

components. This might result in greater attention to human resources development, and consequently a more significant role for ETF.

4. (iii) Update from Governing Board Members on bilateral programmes relevant to the work of ETF

The Chairman introduced this new item on the agenda as a follow up to the policy adopted by the Board in November 2004 to provide Member States the opportunity to link their bilateral aid initiatives with the work of ETF.

Ulrich Hillenkamp (ETF) opened by expressing ETF's appreciation for high level of cooperation which already existed between Members States and the agency. In particular, he referred to active involvement of Member States in making available good practice, participation in the Advisory Forum and the financial support from the Italian Government. The potential for co-operation with Member States was increasing. He referred to the possible involvement of GB Members as a contact network for the ETE project, and the scope for cross-border co-operation in IPA. ETF innovation projects could represent another field of co-operation. ETF had prepared a brochure to support GB Members in discussions with national aid agencies. However, further information was needed from Member States on how to increase co-operation. ETF could organise a meeting on co-operation next November to take the discussion forward.

GB Members encouraged ETF to organise a special meeting and a number of specific points were made. Austria referred to the positive co-operation with ETF in a tourism project in Ukraine. Lithuania urged ETF to make use of the experience of New Member States, and, in this context Malta expressed its readiness to provide some support to reform projects with ETF. Sweden suggested that ETF organise meetings with stakeholders in Member States and asked ETF to consider organising opportunities for GB Members to take part in ETF projects. Italy proposed that GB Members should circulate ETF Country Plan to national stakeholders. The UK put forward the idea of working together to encourage employers to take a more active role in training, while Belgium asked ETF to provide expertise for a project on secondary level VET in Morocco. Romania suggested that the agency responsible for education cooperation in the Stability Pact could join the November meeting.

Ulrich Hillenkamp and Muriel Dunbar (ETF) thanked Members for their suggestions. ETF would organise a seminar next November and follow up Members' remarks (**ACTION POINT ETF**).

The Chairman also welcomed the encouraging suggestions by Members. He then invited **Christian Muller (Internal Audit Service – IAS)** to present the outcomes of the first ETF Audit.

6. (i) Outcomes of the first Audit of ETF by the Internal Audit Service

Mr Christian Muller (EC, IAS) explained that audit carried out by the IAS on ETF was part of campaign covering all EU agencies to be completed by 31 December 2006. At the end of the process, the IAS would compile a consolidated report presenting the main problems, strengths and weaknesses of EU Agencies. The report would be sent to the Governing Boards of each Agency, and a summary would be provided to the European Parliament. Mr Muller informed the Board that the report from the ETF would be given the ETF Board for discussion at the November 2005 meeting. In addition he informed the Board that as of 1 January 2007 the IAS would change its approach to the audit of agencies. From that point, IAS would move from audit the agency to auditing the agency's internal audit capability.

The first audit of ETF had been carried out in April 2005 with the objective of assessing the adequacy, effectiveness and efficiency of ETF's internal controls. The audit had assessed the

soundness of ETF financial management and reliability of its financial information. The auditors had looked in particular at ETF legal and financial procedures in place at the end of 2004.

Mr Muller expected that the audit report would conclude that ETF's performance was "satisfactory with some exceptions". No "critical" recommendations had been made. Indeed, Mr Muller recognised that ETF had been making efforts over the previous year and a half to improve its internal controls. In this respect, ETF's performance compared favourably with that of other agencies. Mr Muller then presented the first outcomes according to five components: control environment, performance and risk assessment, information and communication, control activities and audit and evaluation. The provisional conclusions would be discussed with ETF and a final report sent to GB, the Commission and also the Court of Auditors.

The Chairman congratulated ETF on the initial results of the audit exercise. He invited first comments from the Board given that the final report would be available at the next meeting.

Dietrich Nelle (Germany) asked how the audit would feed into the forthcoming external evaluation exercise. He raised a concern about the balance between control and flexibility that was necessary for the future of the organisation.

Mr Muller replied that the results of different evaluations and audits should be consolidated and would contribute to the overall efficiency and effectiveness of ETF's management.

The Director agreed that the internal audit exercise should inform the external evaluation. In the meantime, ETF would begin to address the recommendations of the audit report. She informed the Board that ETF was in the process of appointing an internal auditor.

Olivier Ramsayer (ETF) stated that ETF was in the initial phase of introducing the Internal Control Standards system with support from the IAS. The process was resource intensive at the beginning, but it enabled ETF to benchmark itself against external good practices and target specific improvements. The organisational changes presented earlier by the ETF Director were also partly in response to the ICS. The Board would be updated on progress at the next meeting (**ACTION POINT ETF**).

9 (iii) Governing Board revised Rules of Procedure

The Director introduced the draft revised Rules of Procedures (RoP) of the GB. She explained that the revisions to the 1999 RoP were largely technical and incorporated a number of different decisions taken by the Board since 1994. They would bring the RoP in line with ETF's regulatory framework and improve the GB's effectiveness and efficiency.

GB members had first round of comments to the draft RoP. In particular, Members asked clarification on the agenda and related documents, subgroups, the use of written procedures, the procedures for adopting decisions and the language regime.

The Chairman having considered the comments made the Board, requested ETF to take those preliminary observations into account, proceed with further consultation with the Board and present a final draft of the revised Rules of Procedures of the Governing Board for adoption at the next meeting in November 2005. (**ACTION POINT ETF**)

5. Annual Activity Report

The ETF Director introduced the Annual Activity Report 2004. The report, which is largely administrative, compares ETF's achievements with the objectives set in the Mid Term Perspective 2004-2006 and the 2004 Work Programme. 2004 had been on balance a positive year for ETF. The increase in Commission Requests focussed resources on Commission priorities. ETF had supported the EU in the accession process by building capacity and

preparing the handover to Cedefop. In South Eastern Europe, ETF had provided direct input to CARDS projects often in co-operation with the European Agency for Reconstruction. The Director expressed appreciation for the support from Italy for ETF activities in the region. In the Med region, ETF had given input to the MEDA project cycle and in preparing Action Plans for the Neighbourhood Policy. The Director also noted the launch of the MEDA project on Education and Training for Employment. In Eastern Europe and Central Asia, ETF had provided input to the Tacis programme and in integrating VET reform in poverty alleviation and local development.

ETF's technical assistance to the Commission for Tempus had expanded due to the increasing stakeholder demand and the specific requests for services from the Commission. The Director reported on ETF's intensive work in external communication. ETF had organised over 50 seminars for 1.000 experts. ETF's website had received over 5 million page views. The Director informed the GB on her reservations regarding financial and human resource management which were included in the report. The Director outlined the steps taken by ETF to address the reservations, and proposed to brief the GB on their follow up. (**ACTION POINT ETF**). The Director asked the Board to adopt the Annual Activity Report.

Gilbert Engel (Luxembourg) presented the Analysis and Assessment made by the Board on the ETF 2004 Annual activity Report. He informed GB Members that the Analysis had been prepared following the procedures adopted by the Board in November 2004. The structure of the report enabled ETF to report its achievements and the return on investment for the Community. ETF should further develop this approach to show the impact of its work and to follow a risk management approach. The Report reflected the good quality and effectiveness of ETF work in 2004. In particular, ETF had adapted the Lisbon Strategy to the needs of partner countries. Mr Engel proposed a modification to the draft text to stress that ETF's support to Tempus had been of good quality. Mr. Engel underlined that ETF should monitor progress in addressing the two reservations contained in the report. Finally, he proposed the Board to adopt the text of the Analysis and Assessment of the ETF Annual Activity Report 2004.

The Chairman thanked the Director and Mr Engel and opened the floor for comments. In the absence of any comments from GB Members, the Chairman announced that the two documents could be adopted with the addition of the comment on Tempus technical assistance.

6. Monitoring, Evaluation and Audit

6. (i) Outcomes of the first Audit of ETF by the Internal Audit Service

See above

6 (ii) Final progress report on ETF 2002 External Evaluation

Peter Greenwood (ETF) presented the final report from ETF 2002 External Evaluation. He explained that the report summarised ETF's response to the Action Plan adopted by GB in June 2003. The report had been prepared as the specified activities had largely been concluded and the information would feed in to the next evaluation. The report showed that progress had been made in each of the 41 action areas and that the external evaluation had been a valuable learning experience for ETF. Although most of the 108 expected outcomes had been achieved, ETF would still need to adapt its capacities in key fields such as coherence with EU priorities and expertise development as the agency's operating environment evolved.

The Chairman stated that the Commission had welcomed the positive approach adopted by ETF and asked the Board to take note of the Report. GB Members also welcomed the report, and asked ETF to provide it in all GB languages. (**ACTION POINT ETF**)

6 (iii) Analysis of the first results from ETF Internal Annual Evaluation Programme

Outi Karkkainen (ETF) presented the first results from the ETF Monitoring and Evaluation Work Programme. ETF had evaluated the Entrepreneurship in Education and Training (EET) project in Russia and Ukraine, and had also evaluated ETF activities in Bulgaria. In general, the evaluations were positive about ETF's efficiency and effectiveness, although some areas of improvement were identified. In particular, ETF should review its approach to dissemination policy and knowledge sharing during the design and development of project, rather than just at the end. ETF should reinforce the link between ETF action research and formulation of policy advice to its stakeholders. In addition, ETF should develop appropriate evaluation methods for its small-scale pilot projects and reinforce its overall capacity in evaluation. Finally, ETF should improve its document management to trace its activities at a country level.

The Chairman thanked ETF and asked the Board to take note of the first results from the ETF Monitoring and Evaluation Work Programme

6 (iv) Progress report one ETF 2005 External Evaluation

Marta Ferreira Lourenco (EC DG EAC), presented the background to the external evaluation with reference to ETF's founding regulation. The evaluation had a budget of € 200,000 and was supported by a steering group with GB representatives (Mr François, Mr Nelle and Mr Vantuch), Commission services and ETF. Following agreement with the steering group on the terms of reference, the Commission had managed the tendering procedure. This had led to the selection of ITAD based on price/quality criteria. The Commission was of course aware that ITAD had carried out the previous evaluation, but this had not been a factor in the selection process. The contract with ITAD had been signed and work would start very soon. The indicative outcomes would be discussed with the GB next November, with a final report by the end of the year.

The Chairman asked the Board to take note of the presentation.

7. Analysis of ETF Research and Development: the Foundation's Yearbook 2005

Peter Grootings and Soren Nielsen (ETF) presented the ETF Year Book 2005 as a key knowledge sharing and expertise development instrument for ETF and its stakeholders. The Yearbook was an opportunity for ETF to reflect on lessons learned from its project and country experiences as a contribution to the international debate on HRD reform. The 2005 Year Book focused on the role of teachers and trainers in the reform of VET. The document analysed the double role that teachers and trainers have as stakeholders in the reform process and professionals in the system, and proposed approaches to enhance their contribution to reform.

GB members expressed appreciation for the Year Book 2005. They agreed on the crucial role of Teachers and Trainers, and made a number of recommendations to take the research further.

In response to questions by GB members ETF confirmed that it was already cooperating with several international initiatives related to teachers and learning, including those initiated by DGEAC, the OECD and the Council of Europe.

The Chairman thanked ETF for the very interesting presentation and the Board for its advice.

8. Proposed outline of the Advisory Forum Plenary meeting

Muriel Dunbar (ETF) presented the main objectives for the 2006 Advisory Forum Plenary meeting. The director welcomed above all the decision by Austria to include the event in the EU Presidency calendar in June 2006. Participants would include EU and partner country policy makers, experts and donors who would meet in Torino, 7-9 June 2006. As the event would take place six months before entry into force of the new external relations instruments, it would be an opportunity to prepare the countries to take an active part in the instruments and to define common regional and national approaches across the different stakeholder groups. It would also be an opportunity to further develop policy learning as a reform strategy.

Mr Karl Wieczorek (Austria) expressed support for the meeting on behalf of the Austrian Ministry of Economy and Employment. He reported that the Austrian authorities would give a special attention to apprenticeship training and the impact of social partners in VET.

Janos Jakab (Hungary) suggested the event to take place in a new Member State and anticipated the invitation from Hungary authorities to host the event in Budapest.

Spain asked ETF to look at the issue of the languages proposed for the conference and to ensure consistency between the languages used for Governing Board and Advisory Forum meetings. **(ACTION POINT ETF)**

The Chairman thanked Austria on behalf of the GB for its support for the event event.

9. Miscellaneous administrative and follow up to previous meetings

9 (i) Internal Communication policy

The Director, informed the Board that following the last External Evaluation, ETF had reinforced its external communication capacity. It was now addressing its internal communication capacity through an explicit policy and action plan to strengthen information dissemination, dialogue and knowledge-sharing. Tools such as regular all-staff meetings, portals and newsletters had been developed in close co-operation with the Staff Committee.

After thanking the Director, **the Chairman** asked the Board to take note of the document.

9 (ii) Advisory Forum (AF) revised Rules of Procedure

9 (iii) AF Membership – update of nominations

Peter Greenwood (ETF) reminded Members of the revision to the role of the AF defined in March 2004. As a result, the original Rules of Procedure (RoP) from 1998 were no longer appropriate. ETF was therefore recommending an amendment to the RoP. ETF intended to consult AF Members on the revised RoP during the regional meetings and through electronic means. A final draft would be presented to the GB at the November meeting for approval.

In addition Governing Board members were requested to approve the new nominations for Advisory Forum members from Armenia, Bosnia Herzegovina, Spain and Portugal.

Ms Lazcano (Spain) informed the Board that changes in the national administration would lead to modifications in Advisory Forum membership. ETF would be sent the new nominations.

The Chairman asked the Board to take note of the presentation on the Advisory Forum revised Rules of Procedure. The Governing Board approved the new nominations for Advisory Forum Membership taking into account the remarks made by Spain.

10. Date of next meeting

The next meeting will be held on 29 November 2005.

Before the end of the meeting, a number of tributes were made by the **Chairman, the Director, Dietrich Nelle and Madlen Serban** to the contribution of **Mr Ulrich Hillenkamp** over the last 11 years as Deputy Director of ETF. He had made a valuable contribution to the strategic direction of the ETF and, in particular to the co-ordination of ETF's operational departments and communication between ETF, the Commission and Member States. **Mr Hillenkamp** responded by thanking GB Members for their support and expressing his good wishes for the future of the agency.

The Chairman thanked the interpreters and Governing Board members and observers for their active participation during the discussions and closed the meeting.

SUMMARY OF DECISIONS

1. The Governing Board adopted the Annual Activity Report 2004 and its own Analysis and Assessment of the Report.
2. The Advisory Forum Membership was approved with the reserve of Spain

1. Summary of action points

1. ETF to review the structure and order the agenda of next Governing Board meetings, including an item on the outcomes of any written procedures undertaken since the last meeting.
2. Commission to brief the Board on the preparation of the Tempus programme.
3. ETF to present the list of EC Requests received by delegations according to different geographical areas and also by topics.
4. ETF to present a final draft of the revised Rules of Procedures of the Governing Board for adoption at the next meeting in November 2005.
5. ETF to organise a workshop on international co-operation before the next GB Meeting
6. ETF Director to report to GB Members on follow up to the reservations contained in the 2004 Annual Activity Report
7. ETF to provide GB members with a copy of the final progress report of the 2002 External Evaluation action plan in GB languages.
8. ETF to look at the issue of the proposed languages for the 2006 AF plenary meeting

2. Summary of other main points

The Governing Board Members took note of the progress reported on the following technical and administrative issues:

- the outcomes of the first Audit of ETF by the Internal audit Service
- the final progress report on ETF 2002 External Evaluation
- the Analysis of first results from ETF Internal annual Evaluation Programme
- the progress report on ETF 2005 External Evaluation
- the adoption of an Internal Communication policy