

Torino Process 2018-2020

Kick off meeting with Torino Process national coordinators
Turin, 5-6 December 2018

Summary of the meeting



Objectives of the meeting

The meeting of the Torino Process national coordinators took place on 5-6 December in Turin, at the ETF with the following objectives:

1. To take stock of the Torino Process and exchange of good practice from previous rounds: **building on success**;
2. To present the Torino Process 2018-2020 edition and its new features: **what is new**
3. To discuss modalities of implementation and agree on a calendar of key milestones by region and by country: **getting organised for the roll out**

The meeting brought together national Torino process coordinators from ETF partner countries, representatives from regions where Torino process is implemented at subnational level as well as representatives from the European Commission and EU Delegations.

Meeting summary

Participants

40 participants from the partner countries and 4 representatives from the EU Delegations in Jordan, Montenegro and Uzbekistan joined the discussion on the Torino Process, contributing to celebrating the achievements of previous editions and actively testing the new analytical framework, the *National Reporting Framework*.

Opening session

During the opening session, the panel discussion highlighted the success stories on which the Torino Process can build upon.

Lessons learned from the evaluation

Rimantas Dumcius, member of PPMI evaluators' team that carried out the evaluation of the TRP (focused on last two rounds), shared the key messages from the evaluation:

- High cost effectiveness: Torino process has achieved a lot with relative small budget
- Value of the outputs (reports) resulting from a collaborative approach
- It fosters cross country sharing of experience and practice
- It offers incentives for change and designing of clear action plans
- Quality of analysis is not even and may differ from country to country; it does not always result in an honest/objective assessment of country progress
- Institutionalisation of Torino process in terms of closer integration with national policy cycle

Lessons learned from the partner countries...

Sanzhar Tatibekov, Head of Department, "Holding "Kasipkor" in Kazakhstan, underlined the value added of the Torino Process in the country VET reform, providing action-oriented recommendations which are the core of the on-going national policy reflection. In Kazakhstan the TRP is part of the State programme of VET and thus included in the State budget and provides a clear example of institutionalisation of the process. Participation is large and the TRP benefitted from extensive consultations (107 regional events were organised in the past edition). Some recommendations have been translated into action, including some key orientations on priorities for the VET sector (digitalisation, entrepreneurship, foreign languages). Challenges are mainly linked to the engagement and motivation to participate of non-state stakeholders.

Viktoria Karbysheva, TRP National coordinator / Deputy Director, Ministry of Education and Science, Ukraine, shared with the audience how the quality and the relevance of the reports increase in every round. Ukraine undertakes also the subnational level Torino Process, representing a big effort with 25 regions participating. In Ukraine, TRP has gathered key stakeholders and fostered dialogue becoming an instrument for VET analysis at both national and regional level. At regional (subnational level) the TRP has been used as a tool to advance on VET decentralisation, one of the key priorities of VET agenda. This is particularly important in a sector that is not attractive and that does not receive enough attention and budget. The revamped interest towards the VET sector has also led to a new intervention of the EU, with a project of more than 50 Million euro whose pillars are based on the national TRP report. The process is important: the focus is on producing a quality report, however the report is the result of a reflection, not a report for the sake of writing a report. The key challenge remains the response of the stakeholders, it is not an easy task for the TRP national coordinator and there is no one recipe, the progressive involvement through sharing different experiences and ideas has helped in the case of Ukraine.

Lessons learned from the European Union Delegations

Abdelaziz Lyamouri, from the Delegation of the European Union to Jordan stated the importance of the TRP to foster the policy dialogue, in particular where the budget support modality is in place in the country. There are synergies with evaluation/assessment criteria of the budget support and the Torino Process, in particular the principle of ownership is of key importance for both. The Torino Process may also support policy dialogue and cooperation/coordination in particular where decision making power in VET is dispersed among different institutions; in such cases the Torino Process could be a vehicle to support and promote continuous policy dialogue.

Romain Boitard, from the Delegation of the European Union to Montenegro, underlines the importance of Torino Process as a way to provide a broader overview of the sector, it is an excellent vehicle to get a more holistic analysis of VET, and how it responds to the socio-economic challenges. It is also an excellent tool to facilitate donor exchanges and increased coordination. The Torino Process may gain in providing a clearer tracking of progress over the years, this is particularly important to monitor policy reforms. The analysis would also gain from an easier comparability across countries.

Torino process: new orientations and features

With a clear objective to build on experience and to consolidate on achievements, the Torino Process 2018-2020 also looks for a continuous improvement. In this spirit, some new strategic orientations and features have been integrated into this fifth round.

Cooperation in the development of the analysis, involving social partners, donors and other actors, **developing and building on innovative modernization: projecting into the future; using the process and the analysis for country strategy development or monitoring as well for EU and donor policy dialogue**, with a more **differentiated tailored approach**, are some of the **key words** with which Cesare Onestini, ETF Director, sums up his views on the Torino Process future. ETF Director reflected on the fact that Torino Process is a very good tool but not so well known. This suggests on one side that there are countries where it does not work so effectively and on the other, that we should use the process more strategically and closely link it to national reform and policy dialogue processes. He added that there is a risk of repetition in TRP: **innovation requires an additional effort**. That's one of the reasons why it is necessary to reach out to the international discussions on skills and how do education and training fit into it. There is a need to look at VET with a wider approach, what VET can do, in the context of **Human Capital Development**, to address the socio economic needs in a given country?

The links between the TRP analysis and the policy level as well as the EU policy dialogue with the countries should be made, and to reach out to this objective, more cooperation and coordination with stakeholders and the international donor's community should be central to the process. If we aim at transformation and change, **each country should reflect and find the added value and the policy relevance of the TRP so that results could contribute and feed into the on-going VET policy dialogue**.

In operational terms, these new orientations, translate in specific new features, which can be summarised as follows:

| Reinforce policy relevance | Broader scope: VET in a Lifelong Learning Perspective | ETF VET policy assessment |
|---|--|--|
| <p>Reflect at an early stage on the policy uptake in the partner countries How can the Torino Process best bring added value to the national VET policy cycle and/or EU/country bilateral policy dialogue and EU programming post 2020</p> | <p>Through an adapted and more open framework of analysis – the National Reporting Framework (NRF)</p> | <p>Done by the ETF, it is</p> <ul style="list-style-type: none"> ▪ Based on national TRP reports ▪ Independent ▪ Concise ▪ Analytical <p>It allows easier cross country analysis and increased coherence</p> |



Although the TRP principles continue to be respected, some adaptations have been done following the Torino Process new orientations:

Ownership a primary principle to ensure more engaged participation and **appropriation of the results** of the analysis

Participation will be **reinforced** to encompass the main actors of skills development, with emphasis on the **private sector and civil society and donors**.

Holistic analysis will be strengthened and made more explicit, covering both Initial VET and Continuing VT, but also VET **policy links with general and higher education and impact on socio-economic environment**

Evidence or knowledge-based will be reinforced by making more explicit the use of quantitative and qualitative evidences for the analysis.

Testing the National reporting frameworks

In a continuous effort to adapt the framework of analysis to the new strategic orientations of the Torino Process, the ETF has developed the “**National Reporting Framework**” which has been tested with participants on the occasion of the kick-off event.

The national reporting framework, available on the [ETF web site](#), accompanied by guidelines on how to use it, is the result of extensive ETF internal consultations. It is structured around the Torino Process building blocks of the analysis (external economic efficiency, external social efficiency, internal efficiency, governance and financing), however the questions have been organised in a way to bring more prominently upfront the issues linked to human capital development for each of the thematic area analysed and the related VET policy responses. The National reporting framework should be filled in by the countries – supported by the ETF – according to the Torino Process four principles of *ownership, participation, holistic approach, evidence-based* (see above).

Torino Process national coordinators tested a sample of questions, and were asked to reflect on the following questions: i) Were there any difficulties encountered in responding to the questions?; ii) Do you anticipate running into these or other difficulties when you start applying the NRF in your country and if yes, which ones?; iii) What would you wish to be done differently?

The feedback of national coordinators (NCs) on the questions above was very diverse but responses can be clustered as follows:

1. **The first group of issues is conceptual.** Several participants were not certain of the scope and elements of human capital development that should be covered by the NRF, and some participants expressed concern that they might misinterpret this notion when responding to the questions in the NRF.

The subsequent discussion **helped to clarify that the HCD concept is already reflected in all questions of the NRF**, and that responding to these questions will provide all material and information that is necessary for an HCD-focused discussion and analysis. Besides, the ETF will be providing additional guidance on this ahead of the start of the ETF assessment exercise.

2. **The second group of issues concerned the Torino Process principles**, particularly principles two (broad participation) and four (evidence-based analysis). Some counterparts were concerned that reaching out to stakeholders might be more difficult because of the broader scope of the Torino Process exercise, they wondered about the expected intensity of that involvement, and were uncertain of the distribution of roles and responsibilities for substantive inputs between the broader selection of partakers and stakeholders. There were also questions regarding the lack of evidence and a suggestion to align the data collection and focus of the Torino Process with national monitoring activities.

The response to these concerns was that the adjusted focus and structure of the NRF implies broader consultation for evidence gathering but does not imply that national coordinators and related institutions should provide or have all answers. Consultations can take different forms, from bilateral discussions to focus group meetings as it has been the case in previous rounds but in a view to enlarge the number and type of institutions and stakeholders consulted. Regarding evidence, there are different strategies to work around the lack of data, as described in the Torino Process Guidelines and the Guide on Policy Analysis. Also, it was confirmed that it is up to the national coordinators to decide about the best and most befitting format of organizing the process in their country, so that it complies with the four principles.

3. **Finally, the third group of issues was technical**, and it dealt with the question of timing of implementation and support that ETF can and will provide. The response to this concern was covered in the concluding presentation by Eva Jimeno Sicilia, ETF, at the end of the second day of the meeting.

Implementing the Torino Process

Discussions by region and by country have been organised to agree on key milestones of implementation of the Torino Process and to discuss on i) the policy relevance of the Torino Process at regional level (cross country); ii) specific thematic areas that may be of particular interest/priority to be analysed more in-depth.

Regarding regional discussions, key issues are the following:

Central Asia

Calendar of implementation: it has been agreed that May/June 2020 would be an appropriate moment for the regional dialogue (no regional events/priorities influencing the specific date could be identified) based upon the agreement by all that national reporting (including also ETF assessments) would be completed by end March 2020

Policy relevance at regional level: The Central Asian Education Platform (CAEP 2) was confirmed by participants to be the only regional policy dialogue platform. However, CAEP 2 is coming to an end in March 2019 and participants stressed the interest of Central Asian countries to engage in regular exchanges but also peer learning. Participants confirmed that within the last 12 months inter-action among countries (mostly on a bilateral basis) has intensified. Torino Process could become the vehicle for regional dialogue. The possibility to have a regional dialogue in a wider setting (for example involving also Eastern Partnership countries) would be welcome.

Participation of stakeholders should be ensured for visibility and impact. Regarding donors only GiZ works in a multi-country perspective in Central Asia, though only in one project. The Asian Development Bank (ADB) is active in VET in the Kyrgyz Republic, Tajikistan and Uzbekistan – but not Kazakhstan. ADB projects focus on one country.

Ares of common interest for discussion at regional level: **NQF development and implementation:** NQF related developments are ongoing in all CA countries taking part in the Torino Process, though the level of development differs among countries. Participants stressed the importance of regional labour markets and thus the potential for coordinated developments. The mutual recognition of qualifications and diplomas was also identified as an important aspect. **Quality assurance;** **Governance and management of VET providers**, including also financing aspects and education-business cooperation modalities; **Career guidance in a lifelong career management perspective;** the professional development of teachers and trainers (covered partially under CAEP 1)

Eastern Partnership and Russia

Calendar of implementation: the Torino process regional policy dialogue is part of the Eastern Partnership work programme. The regional meeting linked to Eastern Partnership platform **is expected to take place in the first months of 2020**. Having this deadline, the preparation of the National Reports has to take place by end of June 2019. The proposal is to have the first draft of national reports in June 2019 and finalise the reports in September/October 2019, ETF assessments could be started based on the draft national reports and subsequently, the regional report can be prepared.

Ares of common interest for discussion at regional level: Work based Learning and Adult Education have been proposed (provided a shared definition of adult education is agreed upon).

Benchmarking/benchlearning: there could be an interest but some indicators will need to be identified to use as reference for the countries;

Southern and Eastern Europe and Turkey

Calendar of implementation: is considered very tight, but it is understood that it is the only way to ensure that TRP findings fit into the Platform on Education and Training (PET) conference in June 2019 organised by the European Commission .

Policy relevance of TRP at regional level is identified in several processes

- Regional cooperation under the Berlin process

- IPA Multibeneficiary programming
- Employment Ministerial meetings and the ESAP (Employment and Social affairs Platform for the Western Balkans)
- Riga Final report (due in early 2020)
- RCC and ERISSE initiatives and projects
- Multi-country projects' implementation, e.g. the ongoing project for VET school directors' leadership implemented in Serbia, Montenegro and Bosnia and Herzegovina with the support of KulturKontakt

Benchmarking/benchlearning: Topics for bench learning should emerge from the national TRP reports: once the NRF replies are ready in Q 2019, the ETF will launch a consultation with the national TRP coordinators to identify these topics and will organise a benchlearning exercise. Benchmarking against EU 2020 targets is confirmed.

Southern and Eastern Mediterranean

Policy relevance at regional level of TRP

- Employability and dialogue of the Union for the Mediterranean (UfM) and link of EU policy dialogue with the region, in particular as possible follow up of upcoming UfM Ministerial on employment
- Input to discussions with donors in the context of wider interventions in the country.
- TRP regional conference could be designed as a high level policy event, similarly to previous editions.

Topic of interest for regional discussion

- Quality and accreditation
- Governance, in particular PPPs and involvement of private sector
- Entrepreneurial education
- Jobs for the future
- Financing and funding

Benchmarking/benchlearning: would not be entirely appropriate in the region, and maybe not so relevant for the countries. Some participants expressed concerns on comparing countries or trying to compare environments that are very different; instead the focus could be more on changes from inside of the countries, the peer learning part, and on the qualitative learning from cases of good practice.

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| For detailed outcomes of regional discussions, see Annex 2 |
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Country bilateral discussions

ETF country coordinators will follow up discussions with respective countries. Summary of arrangements and policy relevance of TRP is recorded in the country implementation plans (CIPs).

Key conclusions

The concluding session was the opportunity to summarise the main messages from day 1, clarify the questions raised during the testing of the National Reporting Framework (NRF), inform about the next steps and get a final word from participants on the future of the ETF.

The one and a half day meeting dedicated to the launching of the Torino process 2018-2020 guided national Torino process coordinators through the lessons learned of the past TRP editions, how they have been used to shape the new orientations and features and how these translate into the TRP implementation modalities for this fifth round.

Torino Process 2018-2020 is ready to start, with the Western Balkan countries having kicked off the process already in the last months of 2018 to be ready to provide input into the Platform for Education and Training conference to be held in June 2019 (see calendar in [Annex 1](#))

Next steps include:

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| 01 | PREPARATION OF NATIONAL REPORTS <ul style="list-style-type: none">• Process “launch” in each country (information, training..)• Data and evidence collection and answers to the NRF• Adaptations for subnational dimension specific to each country• ETF support throughout the process (TRP national coordinators can refer to the ETF country coordinator for their respective countries) |
| 02 | ETF ASSESSMENT <ul style="list-style-type: none">• Prepared on the basis of the national reports -> ETF assessments are concise analytical reports |
| 03 | PRESENTATION AND DISSEMINATION OF RESULTS: <ul style="list-style-type: none">• Discussion in each country• Ensure policy relevance (having identified earlier in the process the policy uptakes)• Discussion could be organised to fit/in synergy with other actions (EU policy dialogue, national monitoring discussion, post 2020 programming...) |

Torino process implementation will be supported by specific support tools:

Torino Process guidelines including:

- **outline, principles, aims**
- **implementation modalities, description of the implementation process**
- **National reporting framework, guidelines, practical examples** on how to respond, guiding questions
- List of **suggested indicators**, including definitions, rationale and indicative sources

Country Data file with indicators and definitions; each TRP national coordinator will receive the data country file by the ETF by Country coordinator

ETF will provide support throughout the implementation process through

- ETF country coordinator
- Torino Process team
- Statistical team
- Policy analyst

In case you need any support don't hesitate to contact your country coordinator.

The ETF will also check with TRP national coordinators the interest to organise **online sessions** to be accompanied in the preparation of the NRF and a **call for expression of interest for good practice** on Torino process from the partner countries.

Stay connected! Register to the Torino process [online platform](#) to be always updated on the Torino Process news and to participate in the forum discussions.

To register: <http://notes2.etf.europa.eu/ETF-eFormsRegistration.nsf/webregistrationlc?openform&cmc=A6RE2J&>

If you forgot your password: <https://connections.etf.europa.eu/communities/login>

Annex 1 – calendar of implementation



Annex 2 – summary of discussions by region

Central Asia

In terms of timing for regional dialogue, the CA group agreed that May/June 2020 would be an appropriate moment (no regional events/priorities influencing the specific date could be identified) based upon the agreement by all that national reporting (including also ETF assessment) would be completed by end March 2020

The Central Asian Education Platform (CAEP 2) was confirmed by participants to be the only regional policy dialogue platform. However, CAEP 2 is coming to an end in March 2019 and participants stressed the interest of Central Asian countries to engage in regular exchanges but also peer learning. Participants confirmed that within the last 12 months inter-action among countries (mostly on a bilateral basis) has intensified. Participants welcomed the possibilities of regional dialogue via the Torino Process.

Participants agreed that regional dialogue in a wider setting (for example involving also Eastern Partnership countries) would be welcome.

To enhance the visibility and impact of Torino Process related regional dialogue, participants recommended to ensure the participation of all relevant stakeholder groups in regional dialogue (in particular also business organisations, Ministries of Labour, of the Economy and Finance).

Only one donor (GIZ) is working in a multi-country perspective in Central Asia, though only in one project. The Asian Development Bank (ADB) is active in VET in the Kyrgyz Republic, Tajikistan and Uzbekistan – but not Kazakhstan. ADB projects focus on one country.

Participants confirmed that a number of topics identified for regional dialogue under CAEP 2 should be further addressed and were of interest to all countries involved in the Torino Process:

- NQF development and implementation: NQF related developments are ongoing in all CA countries taking part in the Torino Process, though the level of development differs among countries. Participants stressed the importance of regional labour markets and thus the potential for coordinated developments. The mutual recognition of qualifications and diplomas was also identified as an important aspect.
- Quality assurance
- Governance and management of VET providers, including also financing aspects and education-business cooperation modalities
- Career guidance in a lifelong career management perspective
- The professional development of teachers and trainers (covered partially under CAEP 1)

Eastern Partnership and Russia

Participants expressed concerns about data on Lifelong learning to cover the broader scope of the Torino Process, in particular it was requested to clarify what data and how to collect them.

Some concerns was also raised regarding the calendar of implementation and in particular the deadline of June to complete the national report. Participants suggested to complete the first draft in June 2019 and the final one after summer.

Regarding thematic areas of common interest for the regional analysis the themes of Work based learning and adult learning were mentioned (provided an agreed definition of adult learning is agreed upon).

With regard to benchmarking/bench learning participants requires to identify some indicators to use as reference for the countries;

Southern and Eastern Europe and Turkey

The objective of the SEET regional session was to clarify the modalities of TRP5 implementation in the region, set the SEET calendar with key milestones and reflect on the added value of TRP5 for the regional policy dialogue.

The participants (15 in total) included the countries' TRP national coordinators, a representative of the EU Delegation in Montenegro and ETF experts (country coordinators and representatives of the TRP team). The session was facilitated by Evgenia Petkova, ETF's TRP regional coordinator.

The main issues discussed are presented below, clustered around the main objectives:

Modalities of TRP5 implementation in the region

The WB PET Ministerial meeting in June 2019 dedicated to VET stayed at the centre of the discussions on the TRP implementation in the region. Everybody agreed that the Torino Process results – at both national and regional level - should feed into the discussions of this meeting.

SEET TRP calendar with key milestones – tight and demanding as conditioned by the timing of the WB PET Ministerial meeting:

- NRF replies of the Western Balkan countries to be ready by end January 2019
- ETF assessment reports for the Western Balkan countries to be finalised by March-April 2019
- The meetings for discussing the NRF and the ETF assessments in each Western Balkan country to be conducted in April-May 2019
- First draft of the TRP regional report (covering the Western Balkan countries only) to be prepared by the end of Q2 2019; final SEET TRP covering both the Western Balkans and Turkey - in Q4 2019
- Turkey will follow a more relaxed calendar, foreseeing the drafting of NRF replies in Q1 2019, ETF assessment – in Q2 2019 and the discussion meeting in Q3 2019

Added value of TRP5 for the regional policy dialogue

The participants agreed that TRP5 should provide a major input to EU-WB regional policy dialogue on education and training (WB PET Ministerial meeting 2019). A number of other important opportunities for policy uptake of TRP5 at regional level have been identified, too, such as:

- Regional cooperation under the Berlin process
- IPA MB programming
- Employment Ministerial meetings and the ESAP (Employment and Social affairs Platform for the Western Balkans)
- Riga Final report (due in early 2020)
- RCC and ERISSE initiatives and projects
- Multi-country projects' implementation, e.g. the ongoing project for VET school directors' leadership implemented in Serbia, Montenegro and Bosnia and Herzegovina with the support of KulturKontakt

Benchmarking and benchlearning since the region has been doing benchmarking against 6 EU employment and education indicators for a couple of TRP rounds, the discussion was mainly focused around benchlearning. It was agreed that the topics for benchlearning should emerge from the national TRP reports: once the NRF replies are ready in Q 2019, the ETF will launch a consultation with the national TRP coordinators to identify these topics and will organise a benchlearning exercise.

Southern and Eastern Mediterranean

The objective of the SEMED regional session was to clarify the modalities of TRP5 implementation in the region, set the SEMED calendar with key milestones and reflect on the added value of TRP5 for the regional and EU-regional policy dialogue, as well as to discuss on involvement of stakeholders including donors.

The participants (15 in total) included the countries' TRP national coordinators from Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, and Tunisia (with representatives from sub-national dimension), as well as representative of the EU Delegation in Jordan and ETF experts (country coordinators and representatives of the TRP team). The session was facilitated by Elena Carrero Perez, ETF's TRP regional coordinator.

The main issues discussed are presented below, clustered around the main objectives:

Modalities of TRP5 implementation in the region, with key milestones for the SEMED TRP Calendar

- The timeline for SEMED is 2019 and 2020, with in the 1st months of 2019 kick-off in the partner countries; there will be time until September 2019 to work on the NRF, carried out by the partner countries with support of ETF, in some cases with support of local experts. ETF will work on ETF assessments during the period between October-December 2019, for some countries also during the 1st months of 2020.
- 2020 will be the 'regional phase', including the preparation of the regional report, produced by ETF. Once it is draft, it will be discussed during the regional SEMED conference, tentatively foreseen during September 2019. In the past the regional conferences have had different formats, i.e. the 2012 HLF with ministers in Jordan, the 2014 ministerial meeting in Turin, and the 2017 technical conference in Rabat. After the regional conference, the regional report is finalised.

Added value of TRP5 for the regional policy dialogue – issues of common themes suggested to be linked to the regional report or linked to the discussions to the regional conference

The main points that were mentioned by participants were:

- Quality and accreditation
- Governance was discussed at some length, in particular in terms of concrete ways on how to increase the participation of the private sector in VET, and very specifically on the topic of PPPs (private-public partnerships). Also the usefulness of sharing experiences among the countries, especially in countries where something concrete is already functioning on this front, were discussed.
- During discussions on employability, the main topic in the agenda of the dialogue of the Union for the Mediterranean (UfM) and link of EU policy dialogue with the region, again the emphasis on the issue of the participation of the private sector emerged.
- Entrepreneurial education was also mentioned by some participants.
- An overarching topic was related to what are jobs for the future and the need to gear Vocational Education and Training and Education systems towards a new reality.
- Financing and funding and possibilities of having more specifically sector based funds.
- Usefulness of TRP for discussions with donors in the context of wider interventions in the country.
- Possible setting up a regional EU platform for VET;
- Suggestion of creation of a common numerical database in the region.
- Potential added value of having some targeted study visits in countries where there would be examples of best practice to show.
- Suggestion for the regional conference that may be done in a format of high policy level similar to what had been the done 2012 and 2014, with involvement of ministers as a way of involvement of EU representatives at high level, and to get more visibility for all the messages of TRP in the region.

Benchmarking and bench learning

- There was an interesting discussion on benchmarking and bench learning exercise; however several representatives thought that benchmarking would not be entirely appropriate in the region, and maybe not so relevant for the countries.
- Certainly there was also some reserve on comparing countries or trying to compare environments that are very different; instead the focus could be more on changes from inside of the countries, the peer learning part, and on the qualitative learning from cases of best practice.