



## ETF MID-TERM PERSPECTIVE 2007-2010

### A new mission

The European Training Foundation (ETF) is an agency of the European Union based in Turin, Italy. It works with transition and developing countries to apply human resource development (HRD) strategies to socio-economic development. It functions as the EU's centre of expertise supporting education and training reform in the context of the EU external relations programmes<sup>1</sup>. The ETF deploys and recruits experts from multiple disciplines to handle complex and multidimensional topics in a team environment, in order to create new knowledge, insight and solutions. It is the focus for international debate, a point of reference for the wider community and at the centre of a group of renowned organisations, individuals and networks with related interests.

The work of the ETF is based on experience that education and training can make a fundamental contribution to increasing prosperity, creating sustainable growth and encouraging social inclusion in developing and transition economies. The ETF adds value to the EU external relations programmes by facilitating communication and learning between the EU and its partner countries in the field of human resource development.

In the period from 2000 to 2006<sup>2</sup> the ETF's activities improved the relevance of EU external assistance in education and training, supported the capacity of the partner countries to formulate policy strategies, facilitated the dissemination of emerging EU approaches to education and training to the partner countries, and promoted higher sustainability in the outcomes of EU assistance projects.

The mid-term perspective outlines the ETF's overall strategic priorities and functions in the context of the EU's programming period 2007-13. It describes in more detail how these priorities and functions will be realised over the first planning cycle 2007-2010<sup>3</sup>. It follows an extensive range of consultations, dialogue and analyses undertaken by the ETF in 2005/06. These included discussions with the European Commission, an assessment of the contribution that education and training can make to the EU's new external assistance instruments for partner countries, the recommendations from the external evaluation of the ETF undertaken by the European Commission in 2005<sup>4</sup> as well as advice provided to the ETF by its partner countries<sup>5</sup>.

The ETF's dialogue with its stakeholders emphasised the multiple contribution that education, training and labour market policies make to strengthening societies and economies. The increasingly integrated international environment along with wider economic and social trends such as globalisation, changes in family structures, demographic change, and the impact of information society technologies presents the European Union, its partner countries and their citizens with many potential benefits as well as challenges. Taking advantage of these opportunities depends on the ongoing acquisition of knowledge and competences by all sectors of society.

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<sup>1</sup> The ETF was established by Council Regulation No. 1360 in 1990 to contribute to the development of education and training systems in EU partner countries.

<sup>2</sup> Under the EU's current external assistance instruments of Tacis, Phare, CARDS and MEDA, and Turkey

<sup>3</sup> A second mid-term perspective will be prepared for the period 2010-2013

<sup>4</sup> Interim evaluation of the European Training Foundation (ETF) EAC/06/05

<sup>5</sup> These have included regional conferences in the Mediterranean region, Eastern Europe and Central Asia, and South Eastern Europe in 2005 and 2006 as well as the 2006 plenary meeting of the Advisory Forum 'Skills for Progress' held in Turin in June 2006.

This has been demonstrated by the range of requests from the European Commission<sup>6</sup> and the partner countries for the ETF to offer greater expertise in policy and analysis that integrates education, training and labour market issues within a lifelong learning perspective. This broader orientation is increasingly shaping policy formulation and implementation and has been reflected in recent ETF initiatives designed to share knowledge between partner countries on systemic issues and to connect education and training policies to broader social and economic policy challenges such as poverty reduction, transparency, migration, and social participation as well as employment.

During the next programming cycle, the ETF will respond comprehensively to these new directions and build on its contributions over the past six years to support the new external assistance instruments by placing vocational education and training in the context of its overall contribution to HRD as a driver of socio-economic development.

## **Future directions for the EU's external assistance programmes**

In the next programming cycle covering the period 2007-2013, the EU's external assistance programmes will be covered by three new instruments. These are:

- The Instrument for Pre-Accession (IPA)<sup>7</sup>;
- The European Neighbourhood Partnership Instrument (ENPI)<sup>8</sup>; and
- The Development Cooperation Instrument (DCI)<sup>9</sup>.

The IPA and ENPI will support activities that promote closer integration with the European Union and contribute to stability while facilitating economic growth. For candidate and potential candidate countries covered by the IPA, the support provided may lead to accession within varying timescales. For countries in the Neighbourhood region, support will lead to closer links with the EU's internal market. The countries of Central Asia will be covered by the Development Cooperation Instrument (DCI) in the future.

The new instruments aim to facilitate greater ownership in the use of external assistance by the partner countries and to create mutual commitments with the EU. They contain significant common elements, including:

- Placing assistance within a framework of clearer relations between partner countries and the EU;
- Promoting mutually agreed bilateral strategies that integrate external assistance within the policy priorities of each country; and
- Supporting greater sustainability of the results of assistance by including measures to improve priority setting and reduce the fragmentation of assistance, e.g. through sector-based approaches.

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<sup>6</sup> The ETF provides information and services to the following DGs: Relex, Employment; Enlargement, Enterprise, Education and Culture, AIDCO, Justice as well as the EC delegations.

<sup>7</sup> The countries and territories covered by the IPA are: Serbia; Montenegro; Kosovo (under UN Security Council Resolution 1244); Albania; the former Yugoslav Republic of Macedonia; Bosnia and Herzegovina; Croatia and Turkey

<sup>8</sup> The ENPI covers countries of Eastern Europe (Belarus, Moldova, Russia and Ukraine), the Southern Caucasus (Armenia, Azerbaijan, and Georgia) and the Mediterranean region (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Syria, Tunisia, West Bank and Gaza Strip and eventually Libya)

<sup>9</sup> Brussels, 29.9.2004 COM(2004) 629 final 2004/0220 (cod) proposal for a regulation of the European Parliament and of the Council establishing a financing instrument for development cooperation - [http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/com/2004/com2004\\_0629en01.pdf](http://europa.eu.int/eur-lex/lex/LexUriServ/site/en/com/2004/com2004_0629en01.pdf)

## Objectives and impacts

During the 2007-2013 programming cycle the ETF will, in the context of the new EU external assistance programmes, seek to improve human resource development in partner countries in the areas of education and training in a lifelong learning perspective, and related labour market issues. The ETF provides services to a range of stakeholders and clients with overlapping interests. These include European institutions such as the European Commission, the European Parliament, related European agencies, and EC Delegations, partner country governments and stakeholders. The ETF also co-operates with the international donor community on the exchange of information and experience on lessons learned in the assistance field. In fulfilling its functions the ETF will provide support tailored to their specific needs and requirements. The ETF's objectives and expected results will be to ensure that by the end of the period:

- information, analyses, and policy advice on human resource development have been provided by the ETF to the partner countries;
- partner country stakeholder capacities have been strengthened and result in more relevant education and training sectors;
- the ETF has facilitated the exchange of information and experience among donors engaged in human resources development reform in partner countries;
- the ETF's policy advice and programming analysis have improved the effectiveness and relevance of Community assistance programmes to partner countries in the field of HRD; and
- the ETF's dissemination and networking activities transfer relevant policy lessons between EU Member States and partner countries and between partner countries, and provide opportunities for engagement with the EU's policies and programmes.

## Implementing the objectives

The new instruments require a new approach by the ETF in the services it provides to partner countries and the European Commission. It includes a move from technical development activities towards new, more comprehensive capacity building processes aimed at policy development and improved governance in the human resources sector as a whole. This move involves analyses on how assistance projects support overall policy development and implementation and how policy strategies contribute over time to achieving partner country priorities in their partnership with the European Union. For the ETF this will mean a stronger focus on lifelong learning policies and reform issues in other sectors of education, such as general and higher education.

Over the course of the mid-term perspective, the broader approach required of the ETF will involve the ongoing development of its own internal human resource strategies in order to ensure compatibility between its skills profiles and the demands for its expertise. This will be complemented by improvements that seek to capture and disseminate content relevant to its partner countries. It will mean closer links between the ETF's internal expertise development tools, such as its publications programme, its staff development programme and the use of external advice from the international development and policy community on strategic areas of interest to the partner countries. As an EU centre of expertise, the ETF will continue to promote exchange of knowledge and to seek synergy with Member States and their bilateral aid entities and other specialised agencies and institutions from the EU. In addition, the ETF will reinforce **its capacity to exchange information** with other international bodies engaged in human resources development in our partner countries, including European social partners, EIB, ILO, OECD, the World Bank and UNESCO. The approach taken will respond to advice from the ETF's external evaluation for an adaptation of its Advisory Forum **towards a more cost-effective instrument for consultation with ETF's stakeholder groups**. A key initiative over the medium term will be the development and refinement of methodologies that facilitate policy dialogue progress and build institutional capacity in reform implementation at the national level among sector

stakeholders in partner countries. This will draw on expertise development during the 2000-06 period continuing in 2007 and beyond.

In parallel to technical networks, the ETF will develop a tailor-made regional approach to the development of institutional networks that can provide relevant input and exchange of experience on policy development processes.

Requests for ETF assistance from the European Commission and partner countries are expected to cover a broadening range of themes related to vocational education and training in support of human resource development, including gender and migration and their impact on education, as well as access and mobility of recognition, entrepreneurship learning, minorities, links between different sectors of education, communication between education and employment policy and implementation structures, as well as transparency and governance and their contribution to reducing poverty. In the above policy areas, the ETF will define the scope of its contribution through pilot actions and in close cooperation with relevant EU bodies and authorities.

## Pillars supporting ETF activities

The ETF's actions in support of the Commission and partner countries are shaped by a series of pillars which describe how and what the ETF does to meet the objectives of its regulation. They comprise responses to the regional and country based priorities and requirements of the new external assistance instruments and the general or specific requirements that the ETF must meet as an EU agency. The following sections describe how the activities will be undertaken.

### Pillar 1: Support to education and training reform in the partner countries

#### ***Activity 1: Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in candidate and potential candidate countries***

There are two groups of IPA beneficiary countries:

- Candidate countries (Croatia, the former Yugoslav Republic of Macedonia and Turkey); and
- Potential candidate countries (Albania, Bosnia and Herzegovina, Kosovo (under Security Council Resolution 1244), Montenegro and Serbia).

The IPA instrument has five main components<sup>10</sup>. Candidate countries will be able to access assistance under each component. The ETF's key objective will be to make the contribution of component IV on human resource development for socioeconomic development more tangible for partner countries and to increase their potential to operate as a Member State in the area of HRD.

Candidate countries which will benefit from IPA support under an operational programme within the HRD component will additionally receive assistance in capacity development to enable them to address implementation challenges following accession. A critical objective will be to support the capacity of candidate countries to design and implement their own assistance priorities and initiatives.

Potential candidate countries will benefit only from IPA components I and II. Within this more restricted framework, the ETF will provide support for institution building and democratisation, social and economic development, and regional and cross-border cooperation. Within component I, support to potential candidate countries will aim at providing them with the capacity to design and implement HRD policies.

Once they make the transition to candidate status they will be eligible to receive assistance for human resource development within the framework of IPA component IV.

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<sup>10</sup> These are i) transition assistance and institutional building, ii) cross border cooperation, iii) regional development, iv) human resource development, v) rural development

ETF interventions for both candidate and potential candidate countries will be more policy oriented, involving measures, such as peer reviews and learning activities for policy advice, analysis and the facilitation of policy dialogues, the exchange of experience and capacity building on reform design and implementation. ETF activities in the programming period will draw on an enhanced network of key stakeholders to link HRD improvements to economic and social development objectives, comprising the role of skills development in raising the competitiveness of enterprises, gender participation and increased employability. In this context, the development of entrepreneurship skills and the anticipation of labour market needs are key areas to work upon.

For the pre-accession region as a whole, there are growing links with the EU. ETF support will be increasingly designed not only to share information between the region and Member States, but also to develop capacities that, while addressing the particular issues of each country, also strengthen transparency and the ability to connect to and benefit from European wide initiatives. This will include measures that contribute to the Lisbon Strategy and the developments towards a pan-European labour market and education space, such as the Education and Training 2010 initiative, the European Qualifications Framework, and the Integrated Guidelines for Growth and Jobs.

The expected impact over the next four years is that the ETF will improve the ability of the countries participating in the instrument to drive their HRD reforms with increased ownership, institutional fitness and sustainability and be more closely aligned with the EU's internal market.

***Activity 2: Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human resource policy development and implementation***

The European Neighbourhood region comprises a wide range of countries, covering at least three distinct regions: Eastern Europe, the Southern Caucasus and the Mediterranean. The ENP is characterised by jointly agreed action plans that include short and medium-term priorities for political and economic reforms. The intensity and level of assistance being provided to each ENP country is different according to the partner country's needs, objectives, and capacities, the degree to which common values are effectively shared, the existing state of relations, as well as common interests between the EU and the participating countries. The ENP is thus characterised by its partnership, policy driven and differentiated approach.

The European Neighbourhood and Partnership Instrument (ENPI) provides assistance in the region and aims to promote and enhance prosperity, stability and security in partnerships to the mutual advantage of the EU and the participating countries. The ENPI will also contribute to the achievement of the objectives of the Euro-Mediterranean Partnership and the Strategic Partnership with Russia. The instrument emphasises that participating countries have the capacities to drive reform policies and includes moves towards assistance measures that promote systemic and comprehensive reform, such as sector-wide approaches (SWAPs). This will represent a major change in the delivery of EU assistance over the course of the programming cycle.

This framework will imply the need for the ETF to move towards interventions that would be more comprehensive and policy-driven in nature. This support should combine a comprehensive package of tools for policy advice, from analysis to facilitation of national policy dialogue, from exchange of experiences to capacity building on reform design and implementation. With different degrees of intensity based on the diversified needs of the region, ETF activities in the programming period will draw on an enhanced network of key stakeholders to provide policy analysis and information support to human resource improvements linked to economic and social development objectives, comprising the role of skills development in raising the competitiveness of enterprises, and increased employability. In this context, development of entrepreneurship skills and anticipation of labour market needs are key areas to work upon. Gender participation in education and the labour market will continue to be a priority.

The ETF will also support the Commission and partner countries in identifying the contribution that skills development can play in effective migration policy. In the perspective of a closer integration of labour markets, the need to increase the transparency of education and training systems, including comparability of qualifications is also an important goal on which the EU and partner countries need to work together. The dissemination of EU practices and processes will be of increasing interest for all countries, In addition, the efficiency and transparency of financial systems for human resource development is an issue that partner countries have highlighted as a key reform area, as is the growing need for improved capacities to monitor and evaluate the effectiveness of reforms.

Underpinning these themes will be a range of cross cutting activities such as measures designed to enhance quality, the improvement of governance at all levels, and social partnership.

Where relevant, the ETF will exchange information with other donors in the field and will also continue to share lessons identified in the previous programming cycle. With regard to regional cooperation, the ETF will continue to be the implementing body of the regional MEDA programme on Education and Training for Employment until its closure in 2010.

The ETF will support the European Commission in the implementation of its policies in the region and of the new instrument by providing input to the project cycle, and relevant information and analysis to policy design and programming needs. The expected impact is that over the medium-term the number of requests for ETF advice in EU programming will rise and be reflected in the increased priority given to HRD and skills development in programming documents.

Similarly, the ETF aims, by its actions over the next four years, to improve the capacities of ENPI partner countries to design, implement and monitor the reform of HRD systems with the result that there is a growth in sector-wide approaches (SWAPs) and that the number of HRD reform initiatives reported in the ENP action plan monitoring reports have increased.

### ***Activity 3: Contributing to economic and development cooperation in human resource development in Central Asia***

The overall priorities for Central Asia within the new Development Cooperation Instrument (DCI) are to promote stability, strengthen governance and transparency, reduce poverty and promote closer cooperation both within Central Asia and with the EU.

ETF support to the definition of comprehensive education and training systems will be provided within two main functions. The first is through support to the Commission services in the definition and review of HRD and employment policy reform initiatives, with particular emphasis on taking stock of relevant Tacis VET reform projects funded through the 2004, 2005 and 2006 Action Programmes. The second is through ETF policy advice measures combined with capacity building to partner country stakeholders.

ETF activities in the programming period will draw on an enhanced network of key stakeholders to provide policy analysis and information support to human resource improvements linked to economic and social development objectives, comprising the role of skills development in raising the competitiveness of enterprises, and increased employability.

The latter will continue the ongoing discussion with the countries on using the concept of national qualification frameworks as a reference tool for reviewing education and training systems. As with its other regions, ETF interventions will be more policy oriented, involving the exchange of experiences and capacity building on reform design and implementation using peer review and learning activities for policy advice, analysis and the facilitation of national policy dialogue. The ETF will move towards engaging countries in reflections on their own systems' advantages and disadvantages through joint peer reviews of education and training system reforms within the region.

ETF support within the skills development for poverty reduction theme will also take place within two main functions. The first will be support to the Commission services in the definition, review and stocktaking of skills development components of Tacis track III projects and future DCI interventions in support of poverty reduction. The second will be through continued direct policy advice both at the level of the national and regional planning authorities to ensure that due consideration is given to skills development in national, rural and local development planning. It will also discuss how to create enabling environments which allow the education and training system to play its role in poverty reduction efforts.

Three themes will cut across ETF work in Central Asia. Gender mainstreaming will be promoted in relation to comprehensive education and training reform, but in particular within the field of skills development for poverty reduction. A second issue is migration which is a reality for Central Asian countries whether as sending or receiving countries. The issue will be considered in terms of both advice on the overall qualifications frameworks and skills development for poverty reduction. A final theme is school autonomy which will be addressed through policy dialogue on the skills development for poverty reduction theme.

Within the framework of the new instrument, assistance will be concentrated on a limited number of areas to increase impact.

The ETF will support the European Commission in the delivery of the new instrument by providing support to the definition, preparation and stocktaking of EU funded interventions that improve the relevance of HRD components in EU funded interventions in Central Asia through a stronger focus on ownership, local fit and sustainability.

The different EU supported poverty reduction schemes such as rural and local development measures are expected to consider skills and will promote education and training reform to the extent that skills development will be included in EU supported poverty reduction measures and there will be links to ongoing human resource development reform debates.

Similarly, ETF activities aim to enrich the partner countries' reflections on their education and training system reforms towards the creation of inclusive, responsive and relevant systems within a lifelong learning perspective. A main indicator will be revised education and training policy statements and progress in their implementation. The impact of ETF policy advice to the partner countries will be enriched education and training policy debates through joint policy learning exercises and will allow each country to review its own education and training reform from a new perspective.

***Activity 4: Supporting the European Commission and partner country policy development through innovation and learning.***

The ETF's Innovation and Learning Programme improves the ongoing development of HRD sector policy strategies by partner countries. It ensures that the ETF is supporting the work of the European Commission by providing a focal point for international debate and a reference point for the analysis and use of experience in HRD in partner countries. It is supported by knowledge management processes that integrate ETF activities across a broad range of functions, including networking and advice to partner country stakeholders, co-operation with international development agencies, ongoing staff development, and external communication.

Innovation and learning activities support the ETF's increasing policy orientation by aiming to broaden the understanding of how particular issues have an impact in partner countries and to generate evidence-based policy advice that can be provided to partner countries and the Commission on emerging issues and themes, such as developments that contribute to the creation of a European wide education space. The approach is part of a broader dialogue between the ETF, the European Commission, and the international development community, and involves the dissemination of experiences and lessons for education modernisation in transition and developing countries.

The objective of this activity is to further develop expertise on the understanding or implementation of a theme, process or programme. The ETF will publish a series of lessons each year on what has been learned from the activity. The provision of relevant input to the programming and project cycle as a result of the projects and the incorporation of their findings in subsequent policies is an indicator of its success. A key element in the mid-term will be the development of an International Advisory Panel. This consultative body of experts and practitioners representing ETF's operational environment will provide feedback and advice on the work of the ETF.

***Activity 5: Tempus***

The ETF's objective for Tempus assistance is to continue providing high quality support in the implementation and finalisation of the third phase of the Tempus Programme in full compliance with Commission priorities and standards and within the ETF regulatory framework.

The ETF ensures the provision of the general overall framework of the programme in terms of infrastructure, human resources and administrative support for the implementation of the different Tempus actions.

The assistance provided by the ETF has always covered the full project cycle, including selection, contract management and monitoring, information, publications and general administrative support.

Tempus has always been a source of information on higher education issues in partner countries. Many partner countries are actively involved in the Bologna Process and define elements such as Credit Transfer and Accumulation Systems, Quality Assurance and Accreditation as priorities for Tempus projects. In this context, the ETF Tempus Department will continue to support the Commission in analysing and promoting the achievements and added value of the current Tempus Programme. For this purpose, three thematic studies carried out on behalf of DG EAC and addressing issues such as university-enterprise cooperation, sustainability of international cooperation projects in

higher education and vocational training programmes, and the impact of the Tempus Programme in the partner countries will be finalised and widely disseminated.

Commission services are currently discussing a potential successor programme to the third phase of Tempus. The present phase will expire at the end of 2006 and current planning assumptions anticipate that from the end of 2007, the management of Tempus technical assistance will be undertaken by the Executive Agency for Education, Audiovisual and Culture in Brussels.

## **Pillar 2: Corporate communication**

ETF communication activities aim to contribute to the development and recognition of the ETF as a centre of expertise supporting human resources development within the context of the EU external relations programmes. The ETF's communication actions will promote the profile of education and training and its contribution to human resource development with a stronger emphasis on the results of the ETF's work with the European Commission and partner countries.

The ETF has designed a comprehensive set of communication tools tailored to the needs of different target groups. It will be important during the term 2007 to 2010 to continuously review these tools, improve the coordination and quality of expertise communication and target information to deliver the right products and services at the right time to relevant target groups.

To be successful, the information and communication activities of the ETF must be distinct, visible, proactive, regular, multi-lingual and transparent. The ETF must stand out as an EU body which is open to politicians, authorities, organisations and the public. It must be active in international debate and ensure the information it gathers for publication is made freely available to the European Community, its Member States, partner countries and all other interested parties.

ETF communication activities support policy development and knowledge-sharing in the field of the ETF's competence and responsibility, enhance the impact of the EU external assistance programmes and develop communication with citizens in line with the European Commission's Plan D by mainstreaming information and encouraging dialogue and debate.

The main emphasis will be on promoting achievements and activities through information and exchanges of expertise, knowledge-sharing and experience through publications, the Internet, the media, meetings and other appropriate means, taking particular account of new technologies and the linguistic diversity of its main audiences.

These communication activities, electronic and printed, are central to taking forward the organisation's function to disseminate information and encourage exchanges of experience. They are an important means of sharing expertise, facilitating policy learning and developing in-house knowledge and capabilities. Their quality reflects the ETF as a centre of expertise and publications and other communication tools are assessed by the criteria of accuracy, reliability, coherence, relevance, effectiveness, pragmatism and innovation. To ensure high quality publications the ETF's publications policy will be revised with support from its Editorial Board, comprising external members as well as ETF staff.

## **Pillar 3: Organisational learning: Strengthening knowledge and systems**

As a centre of expertise, the ETF is an organisation that draws experts from multiple disciplines to handle complex and multidimensional topics in a team environment, in order to create new knowledge, insight and solutions. It is the focus for international debate, a point of reference for the wider community and at the centre of a group of renowned organisations, individuals and networks with related interests.

In the mid-term period, the ETF will adapt its organisational processes and way of working to the new environment created by the new external assistance instruments. This will include aligning the ETF's management and internal control systems and its core business of working with transition and developing countries to apply human resource development strategies to socio-economic development.

Among the major challenges that ETF governance and resourcing activities will face over the period, are:



- The need to fine-tune resource allocation, and especially human resources allocation and pertinence, to the expected impact of the different ETF activities to achieve high efficiency in all operations;
- The development and implementation of a human resources policy, within the EU public administration regulatory framework, to provide ETF stakeholders with a highly professional and responsive staff of relevantly-qualified experts with track records of achievement who are credible to other experts in the international community, continuously up to date on new developments and able to produce thoroughly-researched 'new knowledge' for the wider community;
- The support to knowledge management and development aiming at making the ETF an effective learning organisation able to transfer and implement knowledge and innovations to create sustainable solutions by working in collaboration with external experts, organisations and stakeholders;
- The adaptation of financial control and accounting tools (and especially computerised tools) to the changed technological environment of the European Commission on one hand and to the introduction of accrual accounting and a possible recast of the Financial Regulation on the other - this will represent major costs for the agency;
- The introduction of recently defined procurement tools and continued streamlining of the costs and compliance with EC procurement directives;
- The reinforcement of the ETF's monitoring and evaluation process to capture and draw lessons from the impact of ETF projects and activities.

It is important to note that many of these challenges are of such a nature and cost that only a joint approach between different agencies and with the Commission support, will enable them to be tackled successfully. The ETF will seek increased collaboration with agencies in related policy areas such as Cedefop, and the European Foundation for the Improvement of Working Conditions, and at administrative level with bodies active in the same environment namely the European Food Safety Authority in Parma and the Joint Research Centre in Ispra.

## Annex 1 - Activity Based Budgeting – Indicative resource planning 2007-2010

ACTIVITY	2007		2008		2009		2010	
	Staff allocation*	ABB Allocation**	Staff allocation*	ABB allocation	Staff allocation*	ABB allocation	Staff allocation*	ABB allocation
Support to education and training reform	83		83		83		83	
Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in the candidate and potential candidate countries	20.2	4,800,000	30.3	7,100,000	30.3	7,200,000	30.3	7,400,000
Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human resource policy development and implementation	19.8	4,700,000	29.8	7,000,000	29.8	7,100,000	29.8	7,300,000
Contributing to economic and development cooperation in human resource development in Central Asia	4.5	1,100,000	6.8	1,600,000	6.8	1,600,000	6.8	1,700,000
Supporting the European Commission and partner country policy development through innovation and learning	10.7	2,500,000	16.1	3,800,000	16.1	3,900,000	16.1	3,900,000
Tempus technical assistance	27.8	6,600,000						
External Communication	10.1		10.1		10.1		10.1	
Organisational learning: Strengthening knowledge and systems	39.9		39.9		39.9		39.9	
<b>TOTAL</b>	<b>133</b>	<b>19,700,000</b>	<b>133</b>	<b>19,500,000</b>	<b>133</b>	<b>19,800,000</b>	<b>133</b>	<b>20,300,000</b>

\* Staff allocations cover Temporary and Contract Agents

\*\* The ABB allocation includes Titles 1, 2, and 3 corresponding to staff costs, overheads and operational or project funds. It does not include earmarked expenses. i.e. Titles 4, 5 or 6.