

EUROPEAN TRAINING FOUNDATION 2017-20

ANNUAL WORK PROGRAMME 2019



THE ETF'S MANDATE, VISION AND MISSION

The European Training Foundation (ETF) is a European Union (EU) agency that supports the EU's external action in the area of education, training and skills. The ETF helps 29 countries bordering the EU to make the most of their human capital through skills development, the reform of vocational education and training and lifelong learning systems. Helping countries provide their citizens with skills for employability contributes to their stability and prosperity, which benefits both the EU and its partner countries.

By ensuring the external dimension of the EU's skills and employment policies, including the New Skills Agenda and the Pillar of Social Rights, the ETF actively contributes to the role of the EU as a global actor. By encouraging partnership, dialogue and ownership, the ETF helps countries develop a cycle of evidence-based inclusive / participatory policy making, which reinforces democracy and the rule of law. Its work with the EU Delegations ensures that external assistance effectively supports home-grown reform agendas.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	7
1. GENERAL CONTEXT	15
1.1 Human capital development priorities	15
1.2 EU policy context	21
1.3 Regional context	23
1.4 International human capital development policy context	25
2. MULTI-ANNUAL PROGRAMMING	27
2.1 Key principles	27
2.2 Assumptions	28
2.3 Objectives	28
2.4 Organisational areas	36
2.5 Human and financial resource outlook 2017-20	37
3. WORK PROGRAMME 2019-20	41
3.1 Support to EU assistance in the context of EU external policies	41
3.2 Policy analysis and system wide progress monitoring	44
3.3 VET governance	45
3.4 VET provision and quality assurance	46
3.5 Qualifications and qualifications systems	48
3.6 Employment, skills and employability, including skills and migration	49
3.7 Entrepreneurial learning and enterprise skills	50
3.8 Communication	51
3.9 Partnership and stakeholder relations	51
3.10 Resource management	52
LIST OF ABBREVIATIONS AND ACRONYMS	53
ETF PARTNER REGIONS AND COUNTRY ACRONYMS	55
ANNEXES	57

EXECUTIVE SUMMARY

Overview

The ETF's 2019 Work Programme covers the third year of the 2017-20 multi-annual programming adopted by the Governing Board in November 2016. This document provides an update of the previous analysis and planning assumptions as a basis for the ETF's work in 2019. The ETF will continue its thematic focus and deliver high quality and timely support to the EU's external policies and actions, while providing relevant policy advice and capacity building support to partner countries. The ETF will focus on the lifelong learning perspective for country intelligence gathering, policy analysis and thematic expertise development to best respond to the evolving needs of partner countries and emerging EU priorities.

This new approach will allow the ETF to concentrate on vocational education and training (VET) within broader human capital development policies and the skills development agenda, looking at economic and social inclusion dynamics, and preparing the ground for emerging needs of partner countries and future demands in the external actions of the EU. Reforms are becoming more sector based, the role of VET is evolving, as are needs for skills development strategies and policies, within the wider development agenda all over the world. This calls for higher flexibility, permeability and interconnection of actions. The fast-changing process affecting the world of work, education and training systems, and all other dimensions of citizens' lives, has strong implications for skills and qualifications demand, requiring the ETF to adapt and develop new expertise domains for its work and support to the EU and partner countries. These needs comprise both innovation within consolidated expertise domains as well as new areas of intervention - areas, which in 2019, the ETF will start exploring in view of formulating a new post 2020 strategy.

The ETF mandate covers a wide range of countries and regions, which require a high degree of context understanding and in-depth knowledge to ensure the relevance and impact orientation of ETF interventions. The ETF produces a holistic picture of the partner country contexts based on sound methodologies for system and policy monitoring and assessment through its periodic analysis of VET systems and policies - the Torino Process. In 2019, the fifth round of the Torino Process will start. It will finish in 2020 and involve all partner countries. The analysis will look at human capital development issues and VET policies within a broader, interconnected socio-economic context, providing a comprehensive overview beyond initial VET to cater for the need to bring the focus on the lifelong learning perspective, and from youth as main target-group only to a wider diversity of beneficiaries, including adults' and migrants' needs. The results of the Torino Process will inform ETF work and provide a solid evidence-based and participatory input to the post 2020 policy cycle in the partner countries as well as EU interventions.

Thematically, the 2019 Work Programme will focus on the continuation and consolidation of methodological development and support, harvesting and dissemination of policy lessons in the areas outlined in the 2017-20 multi-annual programming. These are: qualifications and qualification systems, VET governance, VET provision and quality assurance, entrepreneurial learning and enterprise skills, Skills anticipation and matching, youth employment and skills and migration. Within these areas of work, the ETF will continue to provide thematic expertise, methodologies and tools, delivering capacity building and lessons for policy advice to partner countries and the EU.

As a result of emerging needs and demands, from both partner countries and the EU, in 2019 the ETF will build on its thematic and country expertise, to ensure a greater focus on the wider contribution of VET to socio-economic development and address specific issues. Career guidance, continuing training and lifelong learning, key competences including digital skills, VET providers and VET centres of excellence will be at the heart of the ETF's work.

With the exception of Syria, in 2019, the ETF will work on policy analysis and sector and thematic intelligence gathering, policy advice and input to EC and EU Delegations requests and demands in all partner countries. In approximately 70% of partner countries, the ETF will be active, at different levels of involvement, in the provision of capacity building either through national or regional actions. At the request of the EC, the ETF will provide expertise input in consolidated areas of thematic work in selected cooperation programmes between the EU and the African Union contributing to the strengthened interest in Africa as highlighted by President Juncker in his State of the Union address in September 2018.

The ETF will finalise its post 2020 strategy as the basis for the new programming cycle, this will also be supported by renewed internal organisational development, including a revised human resources strategy and actions aimed at strengthening innovation, the use of technology and the increased ability of the agency to communicate and disseminate its work and results to stakeholders as well as to citizens. The ETF's 25th anniversary will be an opportunity to reinforce the communication results, added value and future strategy to stakeholders in the EU, partner countries and international communities. The ETF will seek opportunities to reach out to EU citizens through targeted communications.

The ETF will continue to work in close partnership with the European Commission and EU Delegations, EU member states, bilateral and multilateral agencies and expert and donor

organisations active in the field of human capital and skills development. Coordination with EU agencies, in particular Cedefop and Eurofound will continue through a stronger joint work programme agreed for 2019.

The ETF context

The findings of the 2016-17¹ round of the Torino Process, have been taken up in the 2018 and 2019 Work Programmes. Progress on education, training and employment reforms is registered in many ETF partner countries, though the pace of reform remains low in most cases. While specific priorities vary from region to region, and country to country, the overall trends confirm the needs that form the basis of ETF 2017-20 programming (i.e. (i) strengthening horizontal and vertical VET governance systems, including private sector engagement; (ii) modernising qualification systems; (iii) enhancing VET provision through work-based learning, teacher training, and in particular, quality assurance frameworks and mechanisms; (iv) developing digital skills and career guidance; (v) reinforcing the link between VET and employment and addressing skills gaps and mismatches; and, (vi) encouraging entrepreneurship and entrepreneurial learning, as part of the set of the key competences needed by current societies and economies). Countries have strongly expressed the need to increase their capability to implement reforms, ensuring appropriate tools are put in place to support the whole policy cycle beyond the identification and formulation of needs, addressing, in particular, obstacles to implementing strategies and developing adequate monitoring and evaluation methodologies and tools.

Together with country needs and demands, the ETF bases its planning assumptions on the EU policy context and the priorities for external action. Under the 10 political priorities of the European Commission, launched by President Juncker in 2014, the areas, which particularly influence the ETF's work, are the *New Boost for Jobs, Growth and Investment*² and the *Stronger Global Actor*³. In

¹ These findings were presented and endorsed by a large group of ETF stakeholders at the conference 'Changing Skills for a Changing World' held in Turin on 7-8 June 2017.

² http://ec.europa.eu/archives/juncker-commission/priorities/01/index_en.htm

³ http://ec.europa.eu/archives/juncker-commission/priorities/09/index_en.htm

addition, the *Towards a new Policy on Migration*⁴ initiative is an important priority given the reference to the human capital dimension in the *Global Approach to Migration and Mobility*⁵. Within these priorities and the 2018 EC intentions⁶, the external dimension of the new EU *Skills Agenda* package⁷ has perhaps the most direct influence on the ETF's activities. This includes contributing to the *Recommendation on Key Competences*⁸ and supporting qualification systems in the context of the EC Recommendations on the *European Qualifications Framework* of 2008 and 2017. The Skills Agenda is also an important reference for the ETF's work on skills mismatch. The EU Youth Employment Package (2012)⁹ and the new Youth Strategy for 2019-27 from May 2018, as well as the *European Framework for Quality and Effective Apprenticeships*¹⁰ within the European Alliance for Apprenticeships initiative, provide policy and methodological inspiration for the ETF's operational work in the area of WBL and VET provision.

The ETF's policy support tools and indicators in entrepreneurship and enterprise skills draw specifically on the human capital principles of the Small Business Act for Europe (SBA), as well as on *Rethinking Education*¹¹ and its focus on entrepreneurship key competences and the Commission's Competence Framework on Entrepreneurship Skills.

The *European Pillar of Social Rights* proclaimed by the Council of the EU, the European Parliament and the Commission on 17 November 2017 sets education and training as one of the 20 key principles and rights to support fair and well-functioning labour markets and welfare systems. The ETF's policy analysis and policy advice to the partner countries builds on this approach.

The ET2020 framework continues to steer the ETF's priorities and activities, together with

the Copenhagen Process, which is another source of influence, in particular to support the implementation of the medium-term deliverables (MTDs) from the 2015 Riga Conclusions.

The ETF's contribution to EU assistance is framed by the *EU as a Global Actor* strategy. In 2017, the Western Balkan Policy Leaders and the EC renewed their commitment to enlargement and the regional integration process in particular, with a Multi-Annual Action plan on a Regional Economic Area (2020). The *Credible Enlargement Perspective for the Western Balkans*¹² of 6 February 2018 includes guidelines for the faster integration of the region. The ETF will contribute, within its mandate and resources, to its achievement and smooth implementation of this ambitious agenda. Most importantly, the EU's Enlargement Strategy confirms the priority of improving economic governance and the regional economic area. Here the ETF contributes to the Economic Reform Programme (ERP) assessment process, the Berlin Process and the Smart Specialisation Strategy, as well as to all relevant regional platforms and bodies. The ETF will actively participate in the 2019 ministerial conference on Vocational Education and Training and in the ministerial meeting of ministers of labour. The 2015 revised European Neighbourhood Policy is a key reference for the human capital dimension of governance reform; economic diversification; improving the business climate including entrepreneurship; job opportunities and migration. The ETF focuses its support on countries with Association Agreements or Advanced Cooperation Status and contributes to the implementation of the 2017-20 Work Programme of the Eastern Partnership Platforms 2 and 4. Furthermore, EU Development Policy focuses on good governance and human and economic development, and the Central Asia Education Platform frames the ETF's work in Central Asia.

4 https://ec.europa.eu/commission/priorities/migration_en

5 COM(2011) 743 final

6 State of the Union Address 2017: http://europa.eu/rapid/press-release_SPEECH-17-3165_en.htm

7 COM(2016) 381 final

8 2006/962/EC.

9 COM(2015) 46 final

10 The Council adopted on 15/03/2018 a recommendation on a framework for quality and effective apprenticeships.

11 COM(2012) 669 final

12 COM(2018) 65 final

The analysis of the ETF context concludes with an assessment of international development policy, which is also framed by the European Consensus on Development¹³. The international development context is inspired by the cross-cutting importance of the human capital dimension of the UN Sustainable Development Agenda and its 17 Sustainable Development Goals, to which human capital development contributes as a key component of all SDGs, numbers 4 and 8, which focus on quality education and decent employment, are key within the specific mandate of the ETF and its work in the partner countries. SDGs drive the strategy and activities of the inter-agency group on VET and Skills in which the ETF is an active participant. The ETF contributes to this agenda in different ways including the capacity building of officials in public administrations through targeted actions. The continued cooperation of the ETF with the key global players that lead on SDG 4 and 8 (ILO and UNESCO) reinforces the coordinated actions to support the partner countries to achieve the 2030 Agenda.

The ETF's multi-annual objective

The Work Programme confirms the general objective for 2017-20 of contributing to human capital development in partner countries, in the context of EU external relations.

In 2019, the ETF will continue its thematic focus and it will give support to EU priorities both at regional and country level, by ensuring that quality analyses, expertise and policy lessons are used to feed both project cycle input as well as policy dialogue across regions. In terms of direct support to countries, the ETF will continue, based on its current resources allocation, to give priority to the Western Balkans and Turkey, and the Neighbourhood region (East and South) focusing on countries actively engaging in reforms. Together with candidate countries, ETF support will prioritise Ukraine, Georgia, Moldova, Tunisia, Morocco and Jordan, and a lower priority and smaller scale support will be provided to the Central Asia region, Russia and Israel. No activities are currently

considered in Syria. The ETF resumed cooperation with Libya in 2018 and this will continue in 2019 with the participation of Libya to the new round of the Torino Process. In 2019, the ETF will also provide thematic expert input to support emerging EC priorities in work with the African Union. In its Work Programme, the ETF will maintain a degree of flexibility to ensure continued ad-hoc support to emerging requests resulting from the dynamic political and policy context in many partner countries.

The ETF will contribute to human capital development in partner countries through improved education and training policies and systems as well as better labour market integration and reintegration. This objective will be achieved by the direct input of the ETF to: (i) the EU external policies, programmes and assistance in the sector, (ii) providing policy advice around its core thematic domains to partner countries, (iii) and delivering targeted capacity build, in line with country prioritisation and proportionate to resources. To ensure the quality, relevance and context adequateness of its support, the ETF puts in place actions which (a) ensure a solid analysis of country and thematic context, needs, priorities and progress, (b) establish its expertise contribution and anticipate demands, and (c) build on good practice and policy lessons through networking and policy learning. In 2019, further attention will be given to dissemination and communication of thematic expertise, analyses and tools, in particular those emerging from consolidated areas of work.

While there are increasing demands for ETF expertise and support across partner countries, and a rapid transformation of the expertise domain and evolving needs in countries to move towards innovative, inclusive and permeable education and training systems, the ETF will be selective in its actions. Managing the resources currently available and selecting priorities will mean that difficult choices have to be made. This will require a frequent consultation with relevant EU institutions and the Governing Board.

13 https://ec.europa.eu/europeaid/sites/devco/files/european-consensus-on-development-final-20170626_en.pdf

The ETF is committed to addressing emerging needs and changing demands by investing in expertise development and preparing future operations. At the same time, with the resources available, the ETF will seek efficiency gains by increasing its use of digital technologies to reach out to stakeholders and build partnerships with other bilateral development cooperation agencies and international organisations to better disseminate its products and services. It will also invest in its staff to prepare expertise for the future. Both the horizontal and organisational objectives set out in the 2019 Work Programme cover these areas.

The 2019 ETF Work Programme

The 2019 Work Programme is built around three blocks: (i) support to EU assistance in the context of EU external policies, (ii) policy analysis and intelligence gathering across partner countries through the Torino Process and (iii) specific thematic analyses, expertise development and policy advice and capacity building.

The ETF's work on providing **support to EU assistance** in the context of EU external policies takes the form of high quality and timely inputs and products for the EU programming and project cycle phases, including budget support modalities, upon request of EC services or EU Delegations. The ETF also provides technical input to the bilateral and/or regional policy dialogue embedded in EU external relations including actively engaging with EU Member States. The ETF will mobilise the results of policy analysis and assessments, such as those stemming from Torino Process and thematic studies, to feed the policy dialogue processes. The ETF will also contribute to EU regional initiatives and programmes, such as the Eastern Partnership platforms, Youth Employment in the Mediterranean (YEM) project, the EU for Youth Programme (EU4Y) in the Eastern Partnership, and the European Social Affairs Platform (ESAP) in the Western Balkans (WB6). Key actions in 2019 will include the delivery of services as requested by the EC and EU Delegations to support the identification, formulation and implementation of EU funded projects, programming, monitoring of EU assistance funds, policy dialogue in partner countries, sector, as well as regional and cross-country support.

In 2019, the ETF will further develop the analysis of specific performance indicators for disbursement in budget support programmes in the field of VET, skills development and employment in the EU Neighbourhood countries.

In the Western Balkans and Turkey, the ETF will be involved in monitoring the outcomes of the Flagship EU initiative 'Supporting Economic Development'. The ETF will also continue to support bilateral policy dialogue between the EU and partner countries through input to sub-committee meetings, and the assessment of the Economic Reform Programmes (ERP) in the region. In the Eastern Partnership region, the ETF will provide input to monitoring the Association Agreements and the cluster meetings. In addition, it will prepare country fiches and contribute to the Mobility Partnerships in the Eastern Partnership and Southern and Eastern Mediterranean countries.

The priority for work on **policy analysis and system wide monitoring** will be to reinforce the information base, collect evidence systematically and create a solid framework for policy assessment to support better policy making in the field of education and training and related socio-economic affairs. The expected outcomes from ETF work in 2018-19 are that the information base and evidence sources are strengthened in the ETF partner countries and a policy assessment framework for VET is available and used in the fifth round of the Torino Process, which will be an important pillar of the ETF work in 2019-20. In the candidate countries, the ETF will continue to support monitoring and analysing progress towards the achievement of the Riga Medium Term Deliverables (MTDs), and the Economic Reform Programmes assessment, combining these processes to inform the Torino Process assessment framework.

Key actions in 2019 include the launch and implementation of the fifth round of the Torino Process, the delivery of the Riga reports for the candidate countries in partnership with Cedefop, and the collection of regular statistics (Key Indicators for Employment, Skills, Education - KIESE) for all partner countries.

To continue its work in the area of **VET governance**, the ETF will prioritise three areas

of work: (i) the vertical dimension of governance including providing policy advice on decentralisation and institutional/ coordination arrangements within and between national and sub/national levels; (ii) VET financing, and (iii) public-private partnerships applied to skills development policies, and the VET sector in particular.

In 2019, the ETF will finalise the methodology, built on the pilot initiative launched in 2018, on the analysis of governance and financing to reinforce EU policy dialogue and assistance in partner countries. In addition, it will publish the public-private partnerships study started in 2018. In the Southern and Eastern Mediterranean region, the ETF will present the results of the study carried out in 2018 on civil society organisations, in order to support the increased participation of civil society in the policy cycle.

As regards **VET provision and quality assurance**, the ETF will continue to focus on three main areas. The first is work-based learning (WBL) in VET, including its introduction and enhancement, in both traditional and digital forms. Special attention will be given to apprenticeships and internships/ traineeships by involving social partners, companies, chambers and VET providers. The focus will be specifically on the five candidate countries under the commitments made for the Riga medium-term deliverables and the activities for the regional European Alliance for Apprenticeships implemented in cooperation with DG EMPL, and on the Eastern Partnership (EaP) countries and Kazakhstan under the Skills Connexion initiative.

The second is the continuing professional development of vocational teachers and trainers, through the introduction of systematic approaches and opportunities. In 2019, the ETF will focus on the dissemination of policy lessons based on activities implemented since 2015.

The third priority is quality assurance through the modernisation of partner country quality assurance policies and mechanisms. The ETF Quality Assurance Forum will continue to ensure policy learning between the EU and partner countries. This will lead to the further development and implementation of quality assurance mechanisms in VET in line with EQAVET recommendations.

Thematic expert advice and policy support in the area of digital skills will be expanded, particularly in the area of key competences, distance and on-line learning and the impact of digital and technological change for skills policies and employment demands in partner countries.

The ETF's actions in the **modernisation of qualifications and qualification systems** aim at achieving two results: modernising partner country domestic qualification systems, and facilitating their alignment with the European Qualifications Framework and broader international systems. In the Western Balkans and Turkey, this means supporting partner countries which have not yet done so to align with the European Qualifications Framework. In other regions, the ETF supports countries to develop recognition systems as well as the validation of formal and informal learning (VNFIL). As 25 countries in the ETF's portfolio are reforming their qualification systems, the ETF is actively involved in 18 of them through practical policy advice and capacity building support, based on the specific level of development. For all countries, the ETF maintains the NQF inventory accessible through an online platform. This is the basis to contribute to the global qualifications inventory, which is a key product of cooperation between the ETF, Cedefop and UNESCO, and together with the policy lessons acquired by direct support to countries, it is used to produce thematic intelligence and expert tools and methodologies.

In 2019, the ETF will publish a study on 'Qualifications and Skills: Benefits for People' which will be the basis for the 2019 conference on qualification systems, which (since 2008) has been a biennial gathering of the global qualifications expert community.

The ETF will continue the dissemination and capacity building actions in the area of **employment, skills and employability** based on skills anticipation and matching tools and methodologies developed by the ETF in partnership with the ILO and Cedefop. Furthermore, the ETF will give priority to advancing the discussion in partner countries on the future of skills through focused studies and the development of a new guide based on the outcomes of the 2018 study and conference on the Future of Skills in transition

countries. The ETF will also continue its focus on transition to work, in particular on youth at risk of exclusion in partner countries through dedicated policy analyses, which will be published in 2020.

The work of the ETF on the **skills development dimension of migration** will continue by (i) systematising intelligence and knowledge acquired since 2015, (ii) using policy lessons as input to EU programmes and actions aimed at developing and implementing migrant support measures, as well as addressing the root causes of migration, (iii) providing policy advice and expertise input within the Mobility Partnerships and (iv) continuing its support to the recognition of skills and qualifications in selected partner countries.

The thematic area on **entrepreneurial learning and enterprise skills** will continue to give priority to supporting the external dimension of the SBA according to regional specificities. In 2019, the ETF will disseminate the results of the SBA assessment in the Southern and Eastern Mediterranean and the Western Balkans and Turkey conducted in 2018, and will run the SBA assessment in the Eastern Partnership region. In the Eastern Partnership region, focus will be on contributing to the regional platform in the areas of the entrepreneurship key competence, women's entrepreneurship and improving the skills base of SMEs.

The ETF will build on outcomes of joint work with the Joint Research Centre in the framework of cooperation under the smart specialization development, and will lead specific actions in selected countries in the Western Balkans and Turkey to increase the economic relevance and link of skills policies to the economic development and inclusive growth perspectives.

Across its operational activities, the ETF will be **shaping new and emerging expertise domains**, including revising consolidated areas of expertise to strengthen the focus on lifelong learning and a broader application of tools and methodologies beyond initial VET in order to contribution to well-targeted and inclusive education and training policies within the wider skills development agenda. In particular, these areas will aim at ensuring a higher focus on the economic and social inclusion dimension of skills policies and human

resources development. Areas will include: (i) the management of change in the context of policy shaping and implementation in the context of evolving demands for VET, (ii) a renewed attention to key competences, lifelong learning and career guidance considering the future of skills demands in partner countries, including non-formal and informal learning processes and (iii) the territorial dimension of skills within smart specialisation, including centres of excellence as tools for innovation and catalysts of change in given sectors/territories. In these areas, the ETF will engage in policy learning and expertise development, with the expectation of a higher volume of operations and relevance of these themes within the EU priorities and actions in the future years.

Thematic priorities will be supported by **communication** actions. In 2019, the ETF will capitalise on its new website launched in 2018, by strengthening online communities and knowledge sharing tools which will allow a higher accessibility and improved usability of ETF thematic and country intelligence, and expertise tools and policy lessons. In 2019, the ETF will build on the occasion of its **25th anniversary to launch its post 2020 strategy** and communicate results, added value and future areas of work to EU, international and partner countries stakeholders.

In terms of **financial and resource assumptions**, the ETF budget in 2019 will be €20,546,000, in line with Commission Communication COM(2013)519 final of 10 July 2013. Title 1 is kept at a minimum throughout the period 2017-20 covering staff related costs. A considerable decrease is foreseen in Title 2 in 2019 to cover the upgrade of the utilities system. The facilities budget will cover essential services such as ordinary maintenance, cleaning, surveillance and security, reception, telecommunication costs, the supply and management of utilities as well as basic running costs for the office environment. Title 2 also covers an increase rise in IT fees and licenses, including EC systems, further digitalisation of the workplace and migration of the data centre to a cloud-based system. It also covers outsourcing the ICT service desk and support to the design and implementation of the digitalisation process. However, most of the additional budget increase in 2019 has

been assigned to Title 3 to strengthen the ETF's operational work.

As regards **human resources**, the ETF implemented the 10% reduction in the establishment plan reaching 86 posts by the end of 2017. The total number of staff for 2019 is 129. The resources section confirms the priorities for the ETF's operational expenditure in line with guidelines from the EU institutions and the ETF Governing Board. The ETF, guided by its Governing Board and EU institutional partners, will constantly monitor demands for its services and be ready to revise its priorities and actions to ensure effective support to the EU institutions and the partner countries.

The ETF will continue to strive to improve **organisational efficiency and effectiveness** by regularly identifying specific actions to enhance organisational performance. A framework of indicators from the internal control principles and a core of 15 key performance indicators, outlined in Annex XI, are measured and monitored on an annual and quarterly basis to track progress, monitor quality and performance, and ensure compliance with EU public administration standards.

GENERAL CONTEXT

This section presents the general context in the ETF partner countries, as well as relevant EU and international development policies which inform the ETF's activities. First drafted to cover the entire 2017-20 programming period, it has been updated with recent changes in the ETF context that influence the agency's work in 2019. It is based in particular on the results of consultation with EU institutions, Member States, partner countries and international actors.

1.1 Human capital development priorities in ETF partner countries

The analysis of human capital development priorities in partner countries is based on the overall outcomes from the 2016-17 Torino Process as presented and endorsed by ETF stakeholders in the Torino Process Conference 'Changing Skills for a Changing World', 7-8 June 2017. First launched in 2010, the Torino Process is a participatory exercise that generates an evidence-based, comprehensive analysis of VET policies in the ETF partner countries. These results are confirmed by ETF-led policy analyses and thematic reviews conducted in 2018 as well as by country development updates which are part of the ETF's regular policy monitoring in all its partner countries.

South Eastern Europe and Turkey

The countries of the South Eastern Europe and Turkey continue to experience low rates of labour market participation and employment, high informality and precarious and vulnerable employment, which disproportionately affect young people. Despite the fact that activity and employment rates in the 20-64 age group were increasing, the countries continue to lag far behind EU averages. Unemployment has remained high in 2017 in all countries¹⁴, ranging from 10.9% in Turkey to 30.5% in Kosovo¹⁵. Youth unemployment

(15-24 age group) remained also very high in 2017 and well-above the EU average in most countries, ranging from 53% in Kosovo to 20% in Turkey.

Graduates from upper secondary VET programmes have better employment prospects compared to those of general secondary education streams in nearly all countries with data available. Enrolments in VET as a share of upper secondary education are high (ranging from almost 50% in Turkey to 75% in Bosnia and Herzegovina and Serbia), while this share is around 20% in Albania.

In all countries there has been progress in approving strategies and legislation involving a wide range of stakeholders. Nevertheless, VET governance models tend to remain centralised with limited involvement of institutions and actors, along the horizontal and vertical lines of the VET system.

The April 2018 Communication on Enlargement Policy and the Economic Reform Programmes (ERPs) acknowledge that some progress has been made with reforms in the region. Common to all seven countries however are the challenges of skills mismatch, lack of job creation, low levels of innovation and the need to improve the quality of education. Instrument for Pre-Accession (IPA II, 2014-20) funding will be allocated to specific policy priorities in 2018-20, as set out in the ERPs and the findings of the EU Regular Progress Reports for each beneficiary country. The interventions will help to bring VET provision in line with the labour market and enhance the employability of graduates and adults.

The ETF's 2016-17 Torino Process report for the region (ETF, 2017) identified the following key priorities for the modernisation of VET systems, which are in line with the Riga priorities for VET up to 2020:

- **Modernising qualifications and qualifications systems:** Progress has been achieved with the identification of skills, the development of

¹⁴ Source all data: National Statistical Offices and EUROSTAT, last update 10/10/2018.

¹⁵ This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999 and the ICJ Opinion on the Kosovo declaration of independence

qualifications and their translation into curricula, also involving employers. Some countries have established or are establishing tripartite or bipartite sector skills commissions, involving employer sector organisations (Albania, Serbia, Turkey). Almost all countries have adopted legislation to set up national qualifications frameworks (NQFs), but they are at different stages of implementation. NQFs have the potential to make qualifications transparent and comparable and can ultimately lead to mutual recognition between countries, as requested under the Regional Economic Area for 2020.

- **Improving the quality of teaching and learning processes and provision:** The countries of the region have made an important commitment to make lifelong education more practical and relevant for the labour market. The candidate countries have made progress in developing work-based learning policies although there is still a long way to go for full and effective implementation. The candidate countries also joined the European Alliance for Apprenticeship (EAfA) and a number of companies submitted pledges to EAfA. All countries continue their efforts to improve their quality assurance policies, approaches and mechanisms in line with the European Quality Assurance Reference Framework for vocational education and training (EQAVET). With regard to the development of key competences, good progress has been made with the introduction of entrepreneurial learning into curricula, but an increase in effort to improve entrepreneurship skills and digital skills is required. The challenges of the digital economy will require particular attention in terms of on-line and digital learning in teaching and learning processes.

- **Fostering policy monitoring and review:** To respond to the 6 February 2018 Enlargement Communication and the findings of the Regular Progress Report/ERP of 17 April 2018, it is necessary to continue monitoring and revisiting progress in the implementation of policies in the run up to 2025. This will require further capacity building to use monitoring and evaluation as an instrument for improving policy making and implementation processes. In particular, there

is a need to explore different options for setting up mechanisms to achieve the EU medium term deliverables for vocational education and training for the labour market.

■ **Addressing skills gaps and mismatches:**

Progress assessment and ERP recommendations call for improved matching between supply and demand. The South Eastern Europe and Turkey countries are progressing with the development of smart specialisation strategies including the identification of priority economic sectors and related skills needs. Countries have made progress in setting and using skills identification and anticipation mechanisms (though practices are irregular or at a very early stage in most countries). Skills demand analysis remains partial and insufficient for supplying education and training policies. Greater priority needs to be given to consolidating the institutional setting and developing technical capacity to analyse skills demand and emerging mismatches as deep demographic, economic, sectorial and technological changes are shaping the balance of supply and demand in the region. Skills development and employment policies need to keep up with such dynamics.

Eastern Partnership

The region shows a general improvement in policy identification and formulation, making it more evidence-based and involving a wider range of stakeholders. The VET reforms in the region are in their first decade of implementation and VET systems are being transformed by priorities that aim to improve relevance, flexibility and quality. Over the last years, all countries have approved national development strategies that put education and training at the centre, regarding this as an investment in the most valuable resource of each country. Fully-fledged VET sector strategies have subsequently been formulated, with comprehensive VET visions embedded throughout the education and training sector. Education and training are considered a conduit to the formation of individual human capital along with independence of opinion, a sense of initiative, openness and the capacity for lifelong learning. The

principles of quality and attractiveness, a lifelong learning orientation, a balance of competitiveness goals with social inclusion, social dialogue and partnership in these national VET strategies well reflect the content of the ongoing policy dialogue with the EU.

Since 2014, the Eastern Partnership countries have made progress in the design and implementation of their qualification systems, namely through implementing NQFs, with a particular focus on the development of occupational standards and qualifications. All countries have developed further initiatives for skills anticipation and analysis, although coordination among stakeholders can be improved. The attention on strengthening education and business cooperation has moved to increased work-based learning. Georgia, Moldova and Ukraine have pilots running, which are to be evaluated in order to formulate policy recommendations. Moldova, Ukraine and Belarus are in the process of optimising their VET school networks. They all are developing the concept of centres of excellence at sector and/or regional level.

The search for the means to connect education with business needs, including better matching of skills and labour market needs has increased the interest in the region for work-based learning, as a policy initiative.

Improving vocational education and training systems and supporting youth transition are part of the 20 deliverables for 2020 that the Eastern Partnership summit confirmed in November 2017. The 2016-17 Torino Process identified the following common priorities for the modernisation of VET in the Eastern Partnership, which remain key for the 2019 ETF Work Programme:

- **Modernisation of qualifications and qualification systems:** All countries have started to design and implement national qualifications frameworks to improve the transparency, trust and relevance of their qualifications. The priority is to support implementation methodologies and the institutional infrastructure.
- **Private sector involvement in VET:** Policy makers are seeking higher private sector engagement in the design and delivery

of vocational education and training.

Some countries have established sector skills councils to align occupational and qualification requirements, but only Moldova has institutionalised them. Several countries have initiated pilots for work-based learning in companies as a key element to improve school-business cooperation. The priority is to ensure that these pilots contribute to extending policies that promote work-based learning and entrepreneurship.

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

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

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

Russia

ETF support to Russia takes place in the context of EU-Russia cooperation and in particular Council Decision 833/2014 and subsequent ones, which include the continuation of the support for projects facilitating people-to-people contacts mainly in the fields of scientific research, education and cross-border cooperation.

After the March 2018 presidential elections, the European Union reconfirmed its policy on

Russia, centred on five guiding principles: full implementation of the Minsk Agreement, which is a precondition for the lifting of sanctions; strengthening relations with the EU's Eastern Partners including Ukraine and Central Asia; strengthening the EU's resilience; selective engagement with Russia; increasing support to civil society and promoting people-to-people contacts.

Southern and Eastern Mediterranean

While there are differences between the countries, the Southern and Eastern Mediterranean region is marked by profound socio-economic challenges deriving above all from political volatility and security threats. The effects of this persistent instability have gained even more prominence in Europe and internationally and, as a consequence, many initiatives have been put in place to address these issues including specific measures to combat humanitarian emergencies (refugees/migration) as well as socio-economic development (including the promotion of youth employment and skills development).

Unemployment remains a key problem, especially among young people, caused by the weakness of (quality) job creation and poor economic growth, and persisting skills mismatches. While there have been some improvements in education and recent economic recovery, these efforts have not translated into better employment prospects.

Small and medium-sized enterprises remain the backbone of the region's economy, and there are many successful examples of entrepreneurship. The high mortality rate of business start-ups is a major challenge. The 2018 Small Business Act assessment in the region points to good progress in the adoption of mid-term policies addressing entrepreneurial learning and women's entrepreneurship policy development over the last few years. Policy implementation and impact evaluation need to be addressed in the next years.

There are also significant challenges in terms of labour market performance. With the exception of Israel, activity rates are among the lowest in the

world (between 36% in Jordan and 47% in Tunisia), mainly owing to very low female participation (between 13% in Jordan and 27% in Tunisia), which is a huge loss of human resource potential. Unemployment has increased since 2010 and ranges from 9% in Morocco to 23% in Tunisia, and it is persistently twice as high among women and young people. The phenomenon of young people not in education, employment or training (NEETs) is growing. According to recent data, NEETs represent around 30% of young people aged between 15 and 24 in Algeria, Morocco, Egypt, Palestine¹⁶ and Tunisia¹⁷.

In some countries, Lebanon and Jordan in particular, structural challenges and the influx of migrants and refugees, have exacerbated existing problems of unemployment, social inclusion, and instability.

The latest round of the Torino Process (2016) indicates that the educational attainment of adults has increased compared to the first round in 2010, nonetheless, more than half of adults over 25 have low levels of education or did not attend school at all.

With regard to school enrolment, trends in the last five to six years show some changes. Enrolment in upper secondary education, which was characterised by a continuous increase since 2000, has stagnated or even become negative since 2011 in Jordan, Lebanon, Palestine, Israel and Tunisia. It continues to increase in Morocco, Algeria and Egypt.

The above challenges are clearly highlighted in the declaration of the 2016 Labour Ministerial Conference, in the framework of the Union for the Mediterranean (UfM). The declaration puts forward a roadmap for national policies on employment and social dialogue in the region. A combination of long-term structural interventions and quick-win actions to alleviate social pressures are recommended: i) Promoting job creation with a strong emphasis on the private sector, and ii) Improving the provision of vocational education and training (VET) and matching policies.

¹⁶ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual position of the Member States on this issue.

¹⁷ Source all data: National Statistical Offices and ILOSTAT, last update 10/09/2018.

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

- **Holistic evidence-based and integrated policies:** There is a growing awareness in the region of the importance of reliable and holistic labour market information, and the need for a robust culture of monitoring, evaluation and transparency to underpin evidence-based VET policy making. A mix of quantitative and qualitative data and performance indicators to track progress and strengthen reform implementation are particularly needed. The Torino Process underlines the slow pace of reforms and the importance of moving from policy design to policy implementation.
- **Youth employability:** The region suffers from persistent skills mismatches and insufficient job creation to meet the growing supply of labour (especially qualified workers), even in countries where there is a modest economic recovery. Therefore, mechanisms to ensure stronger economic sector involvement and reinforced inter-ministerial coordination for skills anticipation and matching as well as a more entrepreneurial culture and skills are needed.

Improving the transition from school to work remains a priority in most countries due to the lack of limited practical skills (including work-based learning), the ineffectiveness of career guidance services and the weak role of public employment services. Job creation in the private sector is a key challenge across the region.

While countries are introducing a wide array of HCD schemes, particular attention is given to specific groups, such as young people and women, and to SMEs where the job generation potential is highest.

- **Human capital dimension of migration:** Another high priority stems from the waves of outbound and inward migration (including refugees). The challenge is particularly keenly felt in Lebanon and Jordan but is progressively affecting other countries in the region.

This represents a huge challenge to the human capital development system in terms of investment in the education of young people as well as pressure on the labour market.

- **Multi-level governance in VET:** all SEMED countries are addressing fragmentation in their VET systems by introducing different mechanisms for improving coordination among key partners and moving towards increased decentralisation. Multilevel governance and the active involvement of social partners are perceived by countries in the region as crucial for success in implementing reforms.

Complementing the trend towards the devolution of powers to regional and local levels, is the growing awareness of the importance of the local dimension of human capital development, and ensuring that VET providers have adequate autonomy to deliver relevant services. Improving financing and funding of both initial and continuing VET are key priorities to cater for growing demand for VET provision, and optimise the use of scarce resources.

- **Skills development to address socio-economic demands:** The Torino Process acknowledged the need for a combination of long-term structural interventions and quick-win actions in human capital development to alleviate social pressure. To enhance the socio-economic effectiveness of VET, the main priorities are: i) increasing access to education and training; ii) improving VET attractiveness and iii) enhancing the quality of VET provision to match the expectations of citizens and businesses. This includes the need to diversify VET provision to adapt to the requirements of multiple beneficiary groups and address the very problematic situation of teachers and trainers across the region. NQFs are on the agenda of most countries, but progress is generally slow.

Furthermore, special attention should be given to the quality of early education to develop strong basic skills for all (including immigrants and refugees), and reduce the incidence of early

school leaving and the NEET (not in education, employment or training) phenomenon.

Central Asia

Focus in the region is on Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, so countries involved in the Torino Process 2016. Only very limited information is available on Turkmenistan.

The five Central Asian republics vary enormously in terms of population, size of the country, economic development and openness to the outside world. Yet, they also share a number of common features.

All countries are undergoing profound structural transformation. The service sector has in most countries over time developed into the most important sector in terms of GDP (value added) and mostly also in employment. At the same time, the importance of the agricultural sector in terms of GDP (value added) has been decreasing. Nevertheless, this sector still continues to account for a relatively large share of employment, ranging from 15.4% in Kazakhstan to the estimated value of 51.6% in Tajikistan.

The labour markets of Central Asian countries are characterised by relatively low activity and employment rates. Women fare worse on the labour markets in all countries and their situation has deteriorated over recent years.

Due to strong demographic pressure and insufficient job creation, youth unemployment rates are in most countries (with the exception of Kazakhstan) considerably higher than the rates for the total population. However, over recent years, youth unemployment rates have slightly decreased.

At the same time, the percentage of young people not in employment, education or training (NEET) has increased slightly over recent years in those countries for which the data is available (8.7% for Kazakhstan in 2017 and 20.4% for Kyrgyzstan in 2016)¹⁸.

Central Asian countries can boast high levels of educational attainment among the adult population. The percentage of people with only a low level

of education has been decreasing, while the percentage with a medium or high level has been increasing, with the strongest increases happening in the high attainment segment (higher education). At the same time, the percentage of students in vocational programmes (as % of total upper secondary students) has rising slightly since 2010 in Kazakhstan (39.7% in 2017), Kyrgyzstan (35.2% in 2016) and Uzbekistan (93.1% in 2017) and decreasing in Tajikistan (6.4% in 2013)¹⁹.

All Central Asian countries have started to make their VET provision more flexible and diversified to better cater for different target groups. This has mostly happened via the development of a larger offer of short term courses (rather than changes to the standard Initial VET provision), which are typically directed at the unemployed, persons with a low education attainment, or from vulnerable socio-economic backgrounds.

The 2016 Torino Process identified a number of priorities which are common to Central Asian countries. To a great extent these are in line with the priority areas outlined in the Riga (2015) and Astana (2017) declarations of the EU and Central Asian and Ministers of Education.

■ **Engaging the private sector to strengthen labour market relevant VET:** Labour market analyses are weak and, with the exception of Kazakhstan, ministries still drive curriculum developments with little engagement of business. The lack of systematic data on labour market requirements has been identified by all countries as a bottleneck. There is also a need to increase the relevance of the VET system and the involvement of enterprises and social partners in VET policy development and implementation both at national and regional/local levels. This includes the review and, in many cases operationalisation, of social partnership arrangements, such as sector councils and the development of coherent policies for education-business cooperation. In this context, a further priority is to continue the development of national qualifications

¹⁸ Source all data: National Statistical Offices and ILOSTAT, last update 17/09/2018.

¹⁹ UIS Unesco, last update 17/09/2018.

frameworks with active involvement of the private sector as a tool to reinforce VET relevance.

- **Quality VET provision based on competent VET staff:** Countries have started to introduce a more systemic approach to quality assurance and management, and the capacity of schools to monitor VET quality is gradually improving. There is a need to adapt programmes to the needs of the labour market and provide continuing professional development (CPD) to vocational teachers and trainers, including enterprise-based CPD, to ensure the implementation of new approaches foreseen by VET reform.
- **Evidence-based policy making** in a context of improved cooperation between ministries and with social partners could further strengthen the quality of policies. Although the 2016 Torino Process showed an increased engagement in evidence-based policy monitoring, more data collection and in particular data use for policy development and implementation remains a priority.

1.2 EU policy context

Human capital development, including VET and skills development, has been on the rise in the EU over the last years. A number of EU policies document this interest and address not only the education and labour side of VET but also its social dimension. In this regard, the European Pillar of Social Rights, proclaimed by the Council of the EU, the European Parliament and the Commission on 17 November 2017, is an important development that sets out 20 key principles and rights to support fair and well-functioning labour markets and welfare systems.

EU policy making in the area of human capital development, skills and VET offers valuable guidance for the ETF's work. Though not all EU policies have a distinctive international dimension, the ETF often has a role in identifying and picking up relevant policy points that can facilitate its work in the external policies domain. This relationship

between EU policies and the ETF's work is not one-way. The ETF's track record in the field and its long experience in the partner countries means that it has the capacity to comment and contribute back to the EU policy making by adding this international perspective.

Under the EC political priority for *A new boost for Jobs, Growth and Investment* a number of recent initiatives are relevant to partner countries and will thus influence the ETF's work in 2019 and beyond. In January 2018 the *Future of Learning package* included the proposal for a Council Recommendation on *Key Competences for Lifelong Learning* and the *Digital Education Action Plan* and the proposal for a Council Recommendation on *Common values, inclusive education and the European dimension of teaching*. In this package, the EC has delivered a comprehensive set of policy items which the ETF can explore and adjust for the needs of the partner countries, where appropriate. The ETF continues to give priority to complementarity between the proposal for Council Recommendation on the *Key Competences for Lifelong Learning*²⁰ and its operational work in the areas of qualifications and VET provision.

Later in 2018, with the May package, the EC delivered new initiatives that aim to enhance learning mobility and educational opportunities in the EU and empower young people. These initiatives included an overarching Communication on 'Building a Stronger Europe: the role of youth, education and culture policies, the Council Recommendation on a European Framework for Quality and effective Apprenticeships, a Youth Strategy for the period 2019–27 to empower Europe's young people and give them a stronger voice in EU policymaking; proposals for Council Recommendations on the Automatic Mutual Recognition of Diplomas and Learning Periods Abroad to facilitate learning mobility in Europe; and on improving the Teaching and Learning of Languages to ensure that more young people become proficient in foreign languages.

All of the above have elements of interest for the partner countries and influence the ETF's work

20 COM(2018) 24 final

on qualifications and employability pathways. In particular, the recommendations provide for comparison of third country qualifications frameworks with the EQF. They will strengthen the comparability of European and third-country qualifications and facilitate citizens' mobility, while the Skills Profile Tool for Third Country Nationals will assist EU Member State services in identifying and documenting the skills and qualifications of newly arrived third-country citizens.

The growing emphasis on the need to support skills and job creation outside the EU was a key element of President Juncker's state of the Union address in September 2018, which included the Communication on a new Africa-EU alliance for Sustainable Investment and Jobs. This is a call for a strengthened focus of the ETF on the African continent and in fact, the ETF has already been invited to be directly involved in the launch of a pilot project for VET mobility in enlargement countries and Africa and to contribute to the EU-African Union programme Skills for Youth Employment.

Overall, the ETF will continue to support partner countries to equip their people with the right (and a new) blend of skills needed in the labour market and to support them to make better use of the skills already available. Furthermore, the ETF will support partner countries to improve the quality and relevance of skills, make skills more visible and comparable and improve skills intelligence to allow for more informed career choices. In this respect, the Future of Learning package adopted by the EC will shape and complement the ETF's actions to boost key competences and digital skills in VET.

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

The ET2020 framework will continue to steer the priorities and activities of the ETF. At the same time, the ETF will continue its involvement in

the debate for the EU post-2020 framework of cooperation in VET. It is now time to build on the ET2020 framework and to step up towards a European Education Area by 2025. This will include many areas in which the ETF is active in its support to partner countries: the mutual recognition of diplomas, greater cooperation on curriculum development, promoting lifelong learning, mainstreaming innovation and digital skills in education, supporting teachers and supporting structural reforms to improve education policy.

The ETF's policy support tools and indicators in entrepreneurship and enterprise skills draw specifically on the human capital principles of the Small Business Act for Europe (SBA). The emphasis given to skills intelligence within the Skills Agenda reinforces the SBA commitment to tracking SME skills data and cooperation between business and education.

The Copenhagen Process is another source of influence for the activities of the ETF. As agreed under the 2015 Riga Conclusions, the ETF will continue its support to the candidate countries in implementing actions under the five Medium Term Deliverables (MTDs) and in monitoring their implementation. The Riga interim report, drafted jointly by the ETF and Cedefop in 2017, provides input regarding possible areas that need further attention. The Riga findings have already contributed to the discussions in ACVT and DGVET committees on the shaping of the next EU Framework for Cooperation in VET beyond 2020. In this regard, developments in the five MTDs will shape the work and priorities of the ETF, especially in the candidate countries. The 2018 and 2019 reporting exercises will complete a more comprehensive analysis of achievements for the period 2015-20, will feed into the 2020 Riga final report and provide a more complete image of VET system developments in the candidate countries.

Under the EU political priority *Towards a New Policy on Migration*¹⁷ the initiatives are particularly relevant to the context of human capital development and the geographical coverage of the ETF. In particular, within the scope of the European Agenda on Migration, our next phase of intervention is to support the formulation and

implementation of policy measures and mutual learning on the transparency and portability of skills and qualifications of partner country citizens, both as potential and actual migrants and as returnees.

The Communication and the Council conclusions on the Global Approach to Migration and Mobility (GAMM) mentions the importance of the skills dimension of migration and provides a key reference for the ETF's work, in particular in the Eastern Partnership and South and Eastern Mediterranean regions. In December 2017, the Commission proposed a roadmap to reach a comprehensive agreement in 2018 on how to pursue a sustainable migration policy through a comprehensive reform package.

Institutional context

Further to programmes and policies influencing the work of the ETF, key institutional developments impact on the 2019 Work Programme.

- In May 2018, the Commission presented its proposal for a new multi-annual financial framework (MFF) – a modern budget for a Union that protects, empowers and defends - accompanied by a set of legislative proposals defining future EU spending programmes. The new MFF and the external actions instruments will be of key importance for future operations of the ETF and its support to the EC both in the programming and delivery phases.
- In April 2018, the final report on the cross-cutting evaluation of the four agencies under the remit of DG Employment (ETF, Cedefop, Eurofound, EU-OSHA) was published, with recommendations for reinforced cooperation and organisational innovation. The conclusions are now analysed and will be further elaborated in a staff working document by the end of 2018. In March 2018, the EC adopted proposals for a European Labour Authority (ELA), a fifth agency under DG Employment's remit, in line with President Juncker's 2017 State of the Union and Letter of Intent. The aim is to strengthen cooperation between labour market authorities at all levels and better manage cross-border situations. The ETF will contribute to the development of ELA in 2019, and continue its

cooperation and join action with other agencies active in the field of human capital and VET within the Union.

1.3 Regional context

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

The ETF continues to support the EU Regional policy dialogue for the Western Balkans, which is high on the global policy agenda due to the 2018 Communication on the EU Enlargement Policy. It builds on the Western Balkans Six initiative and the Berlin process as a forum for discussing regional cooperation between policy leaders/ Prime Ministers. The South East Europe (SEE 2014-20) Strategy has remained a key reference document and mirrors the EU 2020 strategy. Since 2014, regional policy dialogue has seen the development of a number of frameworks for regional cooperation: the connectivity agenda, the positive agenda for youth, the digital agenda, and the creation of a Regional Economic Area (July 2017 in Trieste). At the London Summit in July 2018 implementation results were presented and the importance of investing in youth, the recognition of professional qualifications and making the digital agenda reality was re-confirmed. The Summit in 2019 in Poland will take the regional discussions further.

In this context, the Western Balkans Ministerial Platform for Education and Training (PET, set up in 2012) and the Western Balkans Steering Platform on Research and Innovation (established in 2007 and re-activated in 2017) have the objective of pushing reforms in the countries. From 2019 onwards, regular meetings of labour ministers from the region will complete them.

The main regional bodies that support regional co-operation and with whom the ETF cooperates in the region are the Regional Co-operation Council (RCC) and Education Reform Initiative for South East Europe (ERISEE).

The revised Neighbourhood Policy promotes stability on Europe's external borders and helps neighbouring countries develop and support deep democracy, partnership with society and sustainable economic and social development with a view to becoming stable and prosperous neighbours. The 2015 Review of the ENP reinforced the principle of flexibility in order to accelerate assistance and to ensure it is better adapted to rapidly evolving political circumstances and priorities.

For the countries bordering the EU to the East, there is the Eastern Partnership (EaP) initiative, which is a joint policy initiative started in 2009. The 5th Eastern Partnership Summit on 24 November 2017, among other important decisions, endorsed *20 deliverables for 2020*²¹ under four priorities for cooperation, with a clear work plan until 2020 based on concrete actions as outcomes of the policy dialogue.

In Eastern Europe, the ETF supports the regional policy dialogue of the Eastern Partnership platform 2 (economic development) and platform 4 (mobility and people-to-people contacts) in its objectives of inclusive economic development, with an emphasis on youth employment, digital skills, entrepreneurship key competence development, SME skills and skills intelligence. As acknowledged by the Joint Declaration of the Brussels Eastern Partnership Summit of 24 November 2017 (Council of the EU, 2018), the summit participants reaffirmed the importance attached to people-to-people contacts as an essential means to bring societies closer together, through education and training, youth, cultural and scientific exchanges, and mobility.

To the South, the ETF supports the EU-Mediterranean dialogue on employment, the dialogue with the Southern Mediterranean on education, the Euro-Mediterranean Industrial Cooperation Working Group and EU involvement in the Union for the Mediterranean. The ETF, in line with its functions to support the EU, will continue and strengthen its input and contribution to EU regional interventions, in particular Youth

Employment in the Mediterranean (YEM) that focuses specifically on VET. Other potential future areas may include mobility and more specifically the DG HOME-led action on legal circular migration, possibly to be piloted in Morocco and Tunisia.

Inspired by the Investment Plan for Europe, the EC presented an External Investment Plan (EIP) for Africa and the Neighbourhood in 2016, which became operational in September 2017. The ETF will continue following the possible implications for its future work in the light of the Enhanced partnership with Africa on peace and security, and job creation for youth adopted in June 2017, and reconfirmed by the Communication on a new Africa-EU alliance for Sustainable Investment and Jobs in 2018. The second strand of the proposal aims to create more and better jobs, especially for youth. As a long-standing partner in the area of education, the EU emphasises the importance of increasing investments in inclusive quality education and training at all levels. In the area of "Advanced Knowledge and Skills", the contribution and support of the ETF is explicitly mentioned. The Enhanced partnership was the basis for the 5th Africa-EU Summit in Abidjan in November 2017, the theme of which was "Investing in youth for a sustainable future".

EU Development Policy concentrates on good governance and on human and economic development. ETF activities focus on human capital development policy, governance at school or local levels, as well as the contribution of human capital to economic progress, for example, through school-business cooperation and entrepreneurship. In 2016, the EC published a Communication proposing a new European Consensus on Development, which aims to update the EU development response to current global challenges and to promote the implementation of the 2030 Sustainable Development Agenda within EU external relations. The European Consensus envisages investing one fifth of its resources in human capital development, including social inclusion. The ETF will draw on this approach in particular in the EU neighbourhood as well as in Central Asia.

21 As specified in the European Commission Document 20 Deliverables for 2020 (EC 2017)

In Central Asia, 10 years after the adoption of the first EU-Central Asia Strategy (2007), which framed the ETF's input, in particular through the EU-Central Asia Education Platforms, the Council adopted Conclusions (June 2017) reaffirming the EU's commitment to developing stronger relations and highlighted the need to strengthen dialogue and cooperation on human rights, education and sustainability. Education programmes provided by the EU and individual Member States should play a key role in helping Central Asian institutions to build capacity to offer modern and inclusive curricula that respond to the needs of the labour market and contribute to the promotion of the values of democracy, human rights, fundamental freedoms and intercultural dialogue, by making full use of the existing "Education Initiative" and its Platform. Ensuring links between quality secondary and tertiary education and vocational training, as well as between research and labour markets, will further promote innovation, employment and gender equality. The ETF uses the Central Asia Education Platform (CAEP) as a vehicle to encourage more regional cooperation on vocational education and training. In particular, an area of work for the platform in the coming years at regional level, will be the mutual recognition of qualifications. The Council thus confirmed and strengthened the frame in which the ETF was already operating. A new EU strategy for the Central Asian region will be adopted in 2019 and synchronised with the adoption of the 2020-27 development assistance for the region. Central Asian countries are low priority for the ETF so actions in the region in 2019/20 will focus on support to the EU and VET Policy Analysis via the Torino Process.

1.4 International human capital development policy context

Skills development and the future of work are issues of global concern for international and expert organisations, continental and regional bodies, national governments and civil society organisations. Programmes and projects are increasingly taking a more comprehensive and

global approach to the factors shaping the labour market in different countries.

According to OECD DAC statistics, aid to developing countries linked solely to education and training has grown by 48% from 2005 to 2016, increasing from an overall investment of \$5,168.23 million to \$7,670.46 million, with a total investment over 10 years of \$86,503.2 million²². The highest investment has been in primary education, followed by education policy and administrative management, and vocational education and training. The highest growth has been in vocational education and training, basic life skills for young people and adults, teacher training and educational research. In the last 10 years, investment in vocational education and training has almost tripled from \$345.59 million to \$1,201.52 million.

This increased attention has followed both the global agenda for skills and education and the need to react to global trends and challenges. Across the world, actors are focussing on human capital development through the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, in particular number four (Quality Education) and number eight (Decent Work and Economic Growth). These pave the way to joint action at global level.

Recent developments see a growing focus on human capital development support and the role of education and training, youth policies and skills policies in development assistance and cooperation with Africa, with significant implications for the EU and potentially the ETF's work in the region. In particular, the 2017 EU-Africa Summit identified (1) investing in youth, (2) supporting mobility, and (3) addressing the root causes of irregular migration as priorities.

These challenges, as outlined above, require a global and systemic approach, which will have implications on the effectiveness of the ETF's interventions on the African continent. Future EU external policies, as outlined in the Commission communication of 2 May 2018 will look at a 'stronger co-ordination between external and internal policies {...} with a view to implementing

²² OECD, DAC www.oecd.org/dac

the Sustainable Development Goals and the Paris Climate Agreement, as well as the Partnership Framework with third countries on migration’.

Furthermore, the proposed new architecture for the EU’s external action instruments reflects the need to focus on strategic priorities both geographically – the European Neighbourhood, Africa and the Western Balkans, as well as countries that are fragile and most in need, but also thematically – security, migration, climate change and human rights. This will pose new demands on the ETF role in its support to EU actions in the pre-accession and neighbourhood regions as well as the rest of the world, and as support to the external dimension of EU policies. The ETF is an active member of the Inter-Agency Group led by UNESCO where key global players in the area of

human capital development skills and VET share information and actively cooperate for development of methodologies and tools in a range of key policy areas such as: the future of work, including digital skills; matching and anticipation of skills needs and shortages; qualifications and qualifications systems; the contribution of skills recognition for migration management; work based learning and apprenticeship; teacher and teacher training; education information systems/key performance indicators; and entrepreneurship. The international policy action areas confirmed in the Inter-Agency meeting of June 2018 complement the thematic areas addressed by the ETF in its partner countries. This complementarity provides the basis for ETF cooperation with international partners in terms of sharing policy information and analysis, developing methodologies as well as opportunities for cooperation in partner countries.

2. MULTI-ANNUAL PROGRAMMING

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

2.1 Key principles

Geographical prioritisation: The ETF's interventions reflect the priority and interventions of the EU in each partner country, with particular reference to the human capital development (HCD) sector. These priorities are dynamic and subject to change according to EU and international developments, the context in the partner countries and the decisions of the ETF Governing Board. Within the current resources allocated, the ETF ensures the provision of support to the EU policy dialogue and external assistance as a key area of work in all partner countries. The ETF also implements a basic data collection and periodic analysis in all countries which ensures prompt intelligence, monitoring and networking in all countries.

In 2019, as regards specific support to countries and capacity building and in depth policy advice, the ETF prioritizes the Candidate Countries, and in the European Neighbourhood countries of Ukraine, Georgia, Moldova, Tunisia, Morocco and Jordan. Low priority support will be provided to Central Asian countries, Russia and Israel, while the remaining countries will be followed at medium level priority.

The ETF will not cover Syria in 2019. Active cooperation with Libya was resumed in 2018 and will continue in 2019 for the Torino Process.

In 2019, following emerging priorities and focus of EU external assistance, the ETF will provide expert input to relevant EU programmes to support the African Union, specifically in areas of consolidated expertise, in particular qualifications

and qualifications systems, recognition, skills anticipation and matching tools and methods.

Differentiation: the ETF's interventions are differentiated according to the EU priorities as well as the context of each partner country as identified in the 2016-17 Torino Process results and recommendations; the ETF, through its Key Performance Indicator number 6 (country policy development progress) has developed a methodology for analysis of partner countries policy context which guides the diversified approach to policy support and intervention logic in countries where ETF is actively engaged. In 2019, through the development of an enhanced Country Intelligence Monitoring System, ETF will increase its evidence base in support to the differentiation and customization of its support.

Focus: the ETF focuses its interventions around key strategic measures to ensure agency a clear added value of its resources; this means in practice that the ETF bases the identification of thematic priorities as well as the support in partner countries on (i) country needs, (ii) EU assistance programming priorities and modalities of support, and (iii) other donors' interventions in the field of human capital development.

Ownership: the ETF's interventions take into account the partner countries' readiness and willingness to engage in HCD reform; the ETF applies this throughout its operations a participatory approach to policy learning, policy analysis and policy development which focuses on active engagement of relevant stakeholders from government, social partner organisations and civil society as well as experts and research organizations.

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

means in practice that ETF manages its operations in a flexible manner, ensuring sustainability of actions, bridging between interventions where relevant, handing over to larger programs and ensuring its operational experience and lessons are constantly communicated to active projects for the benefit of the country and coordinated assistance in the field.

Impact: The ETF aims to contribute to the generation of impact at the system level in partner countries. Changes at system level are measured by indicators which track improvements in key areas of ETF support and thematic policy advice: the delivery of work-based learning; the modernization of qualification systems and establishment of qualifications frameworks; inclusion of entrepreneurship as a key competence; reinforcement of coordination and governance mechanisms; and production and use of evidence in monitoring and evaluating education and training policy;

Added-value: The ETF's added value comes from its neutral, non-commercial and unique knowledge base consisting of expertise in human capital development, in-depth knowledge of its partner countries and of EU policies, methodologies and tools;

Organisational performance and development: the ETF applies a framework of indicators from the Internal Control Principles and a core of 15 key performance indicators, to ensure efficient and effective organisational performance and proactive organisational change (see Annex XI). This, together with a continued monitoring and evaluation of its operational delivery, performance and added value, provides the necessary evidence to ensure the quality of the work of the agency and a culture of quality enhancement and improvement.

2.2 Assumptions

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

- The external environment in most of the partner countries remains socially and politically stable;
- Institutional and political priorities in individual partner countries remain committed to and

engaged in human capital development and socio-economic related policy reform processes;

- The network of key partner country stakeholders remains relatively stable;
- The ETF has resources in place to respond in a timely fashion and at a high level of quality and relevance to EC and EU Delegation requests;

2.3 Objectives

The general objective guiding the ETF 2017-20 derives from the goals set in the ETF strategy 2014-20 namely:

1. Evidence-based policy making: to support partner country intelligence and capacities at all stages of the VET policy cycle, bringing innovation and sustainable development
2. EU policy support: to support the external dimension of EU policies in human capital development.

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

2.3.1 Specific objectives

The general objective is achieved through focused attention in 2017-20 to five specific objectives, which reflect the policy needs of partner countries and draw on relevant EU and international policy frameworks and methodologies. In 2019-20, the ETF will complement its specific objectives with new innovation actions to prepare the next round of policy interventions.

The thematic domains identified in the 2017-20 multiannual programming remain relevant for partner country reform needs. At the same time, based on future of work and skills needs, and emerging demands connected to the changing role of VET, the ETF will open up/strengthen some thematic domains through innovation actions in particular linked to the skills dimension of migration, key competences including digital, and further develop skills identification methods including new tools like big data analysis. These

innovation actions will allow the ETF to both anticipate demands and prepare the ground for the post 2020 interventions. In turn this will allow the ETF to ensure a stronger connection of VET systems to economic and social inclusion policies in partner countries. This is also relevant vis a vis the EU external actions policies and programmes in particular reinforcing the human capital dimension across sectoral investments and social programs of the EU in third countries.

The following section outlines the specific objectives, and, in particular, the priorities which guide the ETF's work in 2019-20

VET governance systems and evidence-based policy making

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

For 2019-20 the priorities for these two areas are:

Policy analysis and system wide monitoring:

Based on the results of the 2016-17 Torino Process outlined in section I, the 2019-20 priorities will focus on (i) reinforcing the information basis and systematic collection of evidence across all ETF partner countries and (ii) a policy assessment framework is developed and the implementation of the Torino Process revised to increase the policy uptake by partner countries. Under these priorities, the ETF will support partner countries in moving away from the ad-hoc creation of evidence and its

limited use for policy making towards reinforcing evidence collection and communication among actors. In 2019, the fifth Torino Process cycle will start and will continue until 2020.

In 2019, the ETF will publish assessments for SEET and EaP countries including both national and regional reports. In 2020 reports from SEMED and CA countries will complete the process.

In the candidate countries, the ETF will continue its support to the Riga monitoring and reporting by analysing progress towards the achievement of the Riga Medium Term Deliverables (MTDs) and on linking it to the European Skills Agenda and the ERP. The ETF will closely cooperate with Cedefop for the delivery of its support to the Riga monitoring and reporting.

The ETF will further support partner countries in the collection and systematization of key indicators collection for Employment, Skills and Education (KIESE) and will closely work with Eurostat and Eurofound as regards statistical evidence and methodological development.

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

VET governance: Following on from the analysis in section I and the progress in VET governance in partner countries, in 2019-20 the ETF priorities are: (i) financing as a key driver for VET policy reform focusing on governance bodies and mechanisms making the financing chain operational and serving policy objectives, (ii) the development of public-private partnerships, and (iii) the vertical dimension of governance, addressing subsidiarity, including decentralisation where relevant, in its dimensions of legal frameworks, institutional arrangements including coordination mechanisms between national, local and sectoral level. Furthermore, and building on the results of the 2018 pilot exercise in Montenegro on an in-depth analysis of VET governance and financing as an input for EU bilateral policy dialogue and for future EU interventions, in agreement with the Commission, the methodology used will be published for possible replication in other countries.

The ETF will also continue to support country specific needs to reinforce horizontal coordination mechanisms among state and non-state actors and foster productive partnerships.

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

VET provision and quality assurance

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

Strengthening work-based learning (WBL) in

VET: As in the EU, ETF partner countries have recognised the need to engage the private sector and business in VET provision and to strengthen the development and implementation of work-based learning in VET including apprenticeships. The first phase of ETF support to the partner countries focused on raising awareness on the potential and modalities for enhancement of work-based learning as well as the development of relevant tools. This prepared the ground for policy development and implementation. Facilitated by the ETF, all EU candidate countries have joined the European Alliance for Apprenticeships (EAfA) and made a commitment towards the EU to implement the Riga Medium Term Deliverables on work-based learning by 2020.

The priority for the next phase of ETF interventions is to help partner countries to develop and implement concrete policies to strengthen work-based learning in VET. More specifically, this will be achieved by (i) raising quality in work-based learning provision and (ii) improving mechanisms for employers engagement and cooperation with vocational schools. The regional approach applied both in the SEET and Eastern Partnership regions in the previous awareness-raising phase has moved towards more country-specific actions since 2017.

Tools developed by the ETF and the EU so far will be applied in capacity building actions and adapted to specific country needs. This will contribute to the expected intermediate impact of progress of partner countries in improving coordination and financing mechanisms for work-based learning

Ensuring the continuing professional development of vocational teachers and

trainers: The 2016-17 round of the Torino Process demonstrated that vocational teachers are a priority for almost all ETF partner countries. Strengthening the continuing professional development (CPD) of vocational teachers and trainers is a precondition for improved learning and teaching in VET and was established as one of five key priorities for VET in the EU until 2020. Over the last three years, the focus of ETF actions has been on improving the knowledge base, informing policy making and supporting the implementation of policy for professional development of vocational teachers in the SEET region through a series of concrete demonstration projects. In 2019-20, and building on work carried out to date in this area, the ETF will give priority to: (i) expanding the geographical scope of the project; (ii) go beyond continuing professional development to address the issues and opportunities of vocational teachers more broadly and extensively to help policy makers and practitioners benchmark provision and understand the conditions and the needs of the vocational teaching profession in their countries.

Comprehensive approach to quality assurance:

Many partner countries are developing initiatives in quality assurance and recognise the role of vocational schools in this process, but most actions are still ad-hoc. The improvement of VET provision and VET systems requires a systemic and systematic approach to quality assurance (QA). The ETF will give priority to advocating systems for the regular review and modernisation of quality assurance policies, and mechanisms need to be regularly reviewed and modernised to be effective in meeting labour market demands and learners' needs.

Through knowledge sharing and peer learning the ETF raised partner country awareness and commitment to develop a systemic quality assurance approach in VET. The ETF's priority in

2019-20 (and beyond) will be to support partner countries in the systematic monitoring of QA improvements to allow partner countries to progress in planning and/or implementing policies and practices. The main tools will continue to be the ETF Transnational Forum for exchange and collaboration on QA issues in VET established in 2017 (SEET and SEMED regions). The Forum will allow the ETF to address the priority concerns of partner countries and will be gradually expanded to cover a larger number of partner countries up to 2020.

Digital skills and competence in VET: The area of digital skills and competences is a growing area of need and interest in the ETF partner countries. The development of digital economy is a key area of regional cooperation in both the WB6 (Western Balkans Six) and EaP regions and the development of digital skills is an integral part of it also supported by the EU. Building on the ETF position paper on Digital Skills and Competence, and Digital and Online Learning in VET published in 2018, country case studies in EU candidate countries as well as its hand-on knowledge of recent EU policies and tools (e.g. DigComp, DigCompOrg, DigCompEdu) developed by the European Commission, the ETF will increase its action in this policy area. The aim of the work is to ensure that the development of digital skills and digital and online learning is part of the modernisation of the VET systems in the countries. The specific objective is to raise awareness among policy makers and practitioners about the use of EU developed tools in supporting the development of digital skills as a key competence and the introduction of distance and online learning in the enhancing the quality of education provision. It is also to work with selected partner countries in introducing those tools in their systems. Finally, if requested by the partner countries or the EC, the ETF will support selected partner countries in the development of digital skills strategies/action plans

Career guidance and VET: The latest round of the Torino Process confirms that the demand for career guidance in partner countries is on the rise. In the last years, the ETF has developed specific methodologies and tools, such as questionnaire-based policy reviews, position paper, practical

tool to identify the best mix of delivery models/modalities, and tailor-made policy papers for countries on demand. The ETF also has designed and offered a one-week course on career guidance policy and practice for policymakers and planners in cooperation with ILO-ITC.

In line with EU policies (EU Council Resolutions 2004 and 2008) that give the ETF the mandate to promote career guidance in a lifelong learning perspective ('lifelong guidance') an ETF action in 2019-20 will explore how career guidance can help to respond and shape changes in the labour market and work organisation posed by the fourth industrial revolution. A cross-regional and cross-country approach to selected countries will be followed based on their policy interest. Key questions addressed will be career management skills as part of VET curricula, up-to-date career information systems and co-operation and co-ordination mechanisms between education and labour market institutions providing career guidance.

The modernisation of qualifications and qualification systems

The ETF's partner countries have made varying degrees of progress in modernising their qualification systems. Most of the 25 countries developing an NQF have adopted legislation, established some form of stakeholder platform body, allocated roles and functions to institutions and introduced some quality assurance tools and system elements aimed at quality-assuring qualifications.

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

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

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

Employment, skills and employability (including skills and migration)

Equipping people with the skills needed in the labour market and supporting people to make better use of the skills already available are high priorities for ETF partner countries, as identified in the 2016-17 Torino Process. The ETF's priorities are to assist countries to progress in (i) identifying present and future skills needs, (ii) supporting transition to work and (iii) supporting the skills development dimension of migration, as follows:

Identification of present and future skills

needs: Identification of present and future skills needs to reduce skills mismatch and enhance the external efficiency of VET systems is a priority for ETF partner countries. Efforts so far have focused on the identification of mechanisms for better understanding skills demand at national, regional/ local and economic sector levels including the launch of skills intelligence tools. They have also focused on using available information sources to understand the nature and extent of skills

mismatch. However, these efforts are often ad-hoc, one off, donor-supported actions, while the intelligence they produce seems to have difficulties becoming embedded in regular planning routines.

Single tools and data from other sources (for instance Big Data) generate high amounts of complex information which are at times difficult to process and use due to capacity limitations. At the same time available information gives poor evidence for the identification of the nature and skills mismatch.

The ETF has supported partner countries in the identification of mechanisms to anticipate skills demand through the development of methodological guides (in cooperation with Cedefop and ILO) and peer learning activities. Based on the conclusions of the 2018 ETF International Conference "Skills for the Future" in 2019-20, the focus will be on: (i) supporting selected countries to upstream existing tools and mechanisms to analyse labour market needs or anticipate future skills needs or to set up new ones (ii) facilitating peer learning on the implementation and use of intelligence tools, with a specific focus on the use of Big Data for labour market analysis and skills needs identification and (iii) deepening the debate with partner countries on the nature, extent and implications of skills mismatch in the broader frame of economic and technical change.

Transition to work: The 2016 round of Torino Process showed that most ETF partner countries are facing huge challenges in ensuring smooth transitions to work for young people, the low skilled, jobseekers and other vulnerable groups. To address this problem effectively, the ETF's priority will be to support partner countries to develop effective and systematic mechanisms to bring supply and demand together, so that people are equipped with the skills required on the labour market. In 2019-20, the ETF will focus on the analysis of youth transition into the labour market with a special emphasis on NEETs, through specific studies in selected partner countries and as a basis to supporting partner countries in developing and implementing policies to support young people's transition to work. This will entail in depth discussions with countries on different methods to improve policies for youth transition. In the Eastern Partnership region, the ETF

will continue to support Platform 4 with a focus on improving skills matching.

Skills development dimension of migration

Increased labour mobility puts education and training systems under pressure to provide skills that enable people to work both in domestic and foreign labour markets. However, as demonstrated by previous ETF work, imperfect labour markets and asymmetric information often prevent labour migrants from using their skills both in their country of origin or in their destination country, as recognition of qualifications, validation of skills, job matching mechanisms remain weak.

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

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

Entrepreneurial learning and enterprise skills

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

by way of the analysis and recommendations, to support the European Commission in assisting the countries to improve both policies and their implementation.

The SBA analysis and follow-up recommendations for each of the 21 countries²³ also reflect a wider evolution of EU human capital policy as well as developments in the EU's relations with the countries and/or regions, as appropriate.

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

An additional priority for the ETF will be to accompany the policy reviews with a wider effort to promote the implementation of policy through customised support at country-level as well as through sharing knowledge and know-how between policymakers and training providers. In cooperation with the Joint Research Centre (JRC), the ETF will continue to work on the skills dimension of smart specialisation in selected territories in the partner countries.

2.3.2 Delivery Methods

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

Support to EU assistance in the context of EU external policies

Skills development interventions linked to education, training, employment, youth and other related social and economic policies remain high on the agenda of the reviewed Enlargement and Neighbourhood Policies and consequently in the 2014-20 programming period of EU external assistance instruments. The financial allocation to the area of employment, social policies, education,

²³ Syria and Libya are not included in the SBA assessment drive.

promotion of gender equality and human resources development varies between 8% and 23% by country in the bilateral IPA II 2014-20 allocations. All the Single Support Frameworks 2014-20 for the European Neighbourhood Instrument South (ENI-South) include skills development as part of the three priorities for the programming period. In the ENI-East 2014-20 programming, priority is given to areas such as employment and VET, education or private sector development youth. In Central Asia all countries except Kazakhstan receive bilateral EU support for reforming the VET sector.

The ETF provides support to the EU institutions, namely the EC services, EEAS and EU Delegations, upon request, for the different phases of the EU external assistance project cycle (identification, formulation, operationalisation and implementation, monitoring and evaluation, including the design or assessment of indicators for budget support/sector reform contracts). The ETF also provides inputs to (i) external assistance related to the EU bilateral and regional policy dialogue processes, (ii) regional initiatives and programmes implementation) reporting and assessment processes on education and training reforms, such as the Riga mid-term deliverables or the ERP, and (iv) expertise development and other learning opportunities related to EU aid modalities.

Throughout 2017-20, the ETF aims to provide expertise support to enhance the relevance, efficiency and effectiveness of EU interventions and to contribute to their impact in the partner countries.

The main priorities for 2019-20 focus on:

- Ensuring high quality products and timely support for all relevant requests submitted by the EC and the EU Delegations related to EU external assistance programming, project cycle phases and sector/regional policy dialogue;
- Delivering new types of services for the EU Delegations such as:
 - Comprehensive sector policy dialogue support package during the implementation of EU Budget Support, including an analysis of performance indicators used for Sector Reform Contracts and methodological

recommendations for usage in the design of future budget support interventions

- Further reinforcement of internal expertise in financing and costing of education and training system reforms, in order to be able to assess the credibility of national strategies and action plans in the partner countries
- Integration/mainstreaming of skills and employability in other sector interventions
- Provision of thematic development opportunities for EU Delegations staff (following decision of DEVCO to discontinue thematic training in 2018)
- Facilitation of sector EU Joint (+) Programming (donor coordination related activities)

- Improving dialogue for the optimal use of ETF added-value in supporting EU external assistance, in particular for forecasting requests, notably with improved and regular communication with DG EMPL, NEAR, DEVCO and EU Delegations, and further systematisation of processes and procedures.

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

Provision of policy analysis and policy advice

While the Torino Process represents the ETF flagship activity on policy analysis (as outlined in Specific Objective 2.3.1 above), all other thematic areas help countries develop in-depth information and analysis on policy developments in their specific policy area. All policy analysis and advice provided by the ETF is based on the principles of evidence-based policy making, and participatory approaches with broad stakeholder engagement. The ETF priority for 2019 and 2020 is to reinforce the information basis and systematic collection of evidence across all thematic domains (specific objectives). Both quality of evidence as well as its systematic use for policy dialogue and as input

to EU programming and project cycle will be prioritised.

The ETF regularly collects evidence and analyses policies and performance of systems around the following areas: Qualification Systems (Inventory), Governance (Inventory), Quality assurance (Country Fiches), Work based learning (country fiches), Employment and Employability (country fiches). Furthermore, through its country intelligence function the ETF keeps up to date information on policy and sector developments, stakeholders in the sector including donors' interventions. In order to improve the usability and accessibility of the country intelligence, the preparations for the development of a Country Intelligence Monitoring System (IT based) will start in 2019. This system aims at making information, knowledge and data accessible to different users and for different purposes, including interfaces with the Torino Process database and other digital platforms covering thematic expertise areas.

Support to capacity building

Building capacity in partner countries represents a key function across all ETF thematic areas. The main focus of ETF work in capacity building is to develop the capabilities of partner country stakeholder groups across all phases of the policy making process.

As partner countries gradually shift towards the implementation of policies and adopt more participatory approaches in VET reforms, the number of stakeholders involved in the policy making process is increasing over time. The priority for the ETF in 2019-20 is to enhance its outreach covering a larger group of stakeholders and tap the potential of co-working opportunities with the help of digital technologies.

To leverage its expertise areas in 2019-20, the ETF will increase its knowledge management effort to build solid capacity building tools and opportunities that can be used online, or that, partnering with other international agencies and organisations, can reach out to more beneficiaries and stakeholders groups with a controlled impact on ETF resources. The objective will be to leverage on partnerships and digital means to ensure a higher outreach and use of ETF consolidated expertise, tools and methodologies.

Communication, knowledge dissemination and networking

Effective external and internal communication are central to the delivery of the ETF's mission and achievement of its impact. The ETF's communication activities must therefore be closely aligned with, and actively support corporate objectives and the delivery of the specific objectives and actions at project level.

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

Besides meeting the day-to-day communication needs of the organisation, the main priorities for corporate communication in 2019-20 will be to:

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

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

2.4 Organisational areas

To ensure delivery of its specific objectives and quality of delivery methods, the ETF has also defined priorities for its organisational support areas. These cover partnership and stakeholder relations and organisational performance expected of an EU agency.

2.4.1 Partnership and stakeholder relations

The ETF works in cooperation with relevant international and regional stakeholders active in the field of human capital development including international and regional donors, and research and civil society organisations. For the period 2017-20 the ETF will:

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

Drawing on the principles of ownership, alignment and harmonisation, the ETF works systematically with its primary and secondary stakeholders to share information, jointly develop expertise and methodologies and identify opportunities for joint fieldwork. The priority for 2019 will be to manage the existing agreements and action plans with institutional partners to ensure results and impact focusing on the priorities agreed with partner countries. This includes the cooperation with EU Member States and other agencies, such as Cedefop, Eurofound and the inter-agency network. A second priority will be to assess the opportunities to broaden the range and relevance of institutional partners and networks. Moreover, the ETF will explore opportunities for

a stronger synergy with relevant partners for the dissemination and outreach towards wider groups of beneficiaries through technological means.

2.4.2 Improving ETF organisational performance

Human resources management

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

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

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

Finance and procurement management

During the period 2017-20 the challenge of optimising the trade-off between resources and performance will continue. The ETF will therefore keep focusing on budget performance and discipline while maintaining a robust, compliant and performing financial and procurement management cycle.

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

- to enhance the efficiency and effectiveness of budget implementation using information and communication technology, in particular e-procurement solutions;

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

Information and communications technology management

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

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

The main objectives for 2017-20 will be:

- to deliver ICT Infrastructure excellence;
- to enhance ICT services and governance;
- to enable seamless and secure mobility;
- to advance information management, sharing and integration;
- to be a digital innovation catalyst.

Facilities management

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

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

- to implement and consolidate outsourced services while maintaining high standards in service delivery and increasing staff satisfaction;

- to ensure secure an independent new utilities systems so as to improve environmental performance of the agency as a step towards implementation of EMAS;
- to optimise work spaces, with special attention to state of the art technologies;
- to provide healthy, safe and secure working conditions based on risk assessment and applicable regulations.

Accounting

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

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

2.5 Human and financial resource outlook 2017-20

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

2.5.1 Overview of the past and current situation

The Commission Communication (COM(2013)519 final) foresees a cut of 10% of the posts in the establishment plan over a five year period to reach 86 posts at the end of 2018. The ETF has reduced the staff population accordingly and completed the full staff cut already at the end of 2017. Simultaneously, the ETF has been optimising the use of its remaining staff by gradually increasing the overall allocation of staff to the core operational category from about 63% in 2015 to 70% in 2017 as evidenced in the job screening exercise (refer to table in section 2.5.2.2) while reducing administrative support, coordination and neutral functions. The increase in the operational category is further highlighted by the fact that natural

departures used to implement the staff cuts took place almost exclusively in operations.

The Commission Communication also freezes the EU contribution at €20.144 million over the 2014-18 period. In real terms, this represents a budget reduction. To counter that, the ETF has optimised its use of the contribution in particular by achieving a commitment rate of about 99.9% across the whole period and carefully allocating savings under Title 1 staff costs to priority investments to improve working conditions (Title 2 premises and new storage and mobile devices) and to increase the operational budget in Title 3.

2.5.2 Resource programming for 2017-20

Financial resources

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

The 2019 budget year is the first year following the freeze of the EU contribution and amounts to €20 546 000, reflecting an increase of 2%. A subsequent 2% increase is planned for 2020.

The forecast for Title 1 is based on the following assumptions: an annual 1% increase as the net result of the yearly salary adaptation and adjustment of the weighting factor; an upward impact on salary costs of the automatic increase in step and reclassification; savings from staff turnover. Wherever possible, and on the basis of article 38.2 of the ETF Financial Regulation, the ETF intends to "offset the effects of part-time work authorised by the appointing authority in accordance with the Staff Regulations by other appointments". A first additional Temporary Agent was recruited mid-2018. The ETF forecasts some minor savings on other Title 1 expenditure such as external services and staff training²⁴.

A considerable decrease is foreseen in Title 2 in 2019 mainly following the finalisation of the infrastructure upgrade of the utilities system. The planned ICT budget will only allow for limited improvements. It includes external support to the design and implementation of the continuous digitalisation process, partial outsourcing of the ICT Service Desk and the initial phase of a partial and gradual introduction of mobile devices.

Job type (sub category)	2015 (%) Only ETF statutory staff	2016 (%) (only ETF statutory staff)	2017 (%) (only ETF statutory staff)	Estimation 2018 until 2020 (%) (only ETF statutory staff)
Administrative support and coordination	23.83	18.56	18.15	17.76
Administrative support	16.69	14.55	14.23	13.57
Coordination	7.14	4.02	3.92	4.19
Operational	62.78	69.47	70.31	71.01
Top level operational coordination	3.01	2.27	2.31	2.33
Programme management and implementation	50.00	55.08	56.46	57.05
Evaluation and impact assessment	4.51	4.55	4.62	4.65
General operational	5.26	7.58	6.92	6.98
Neutral	13.38	11.97	11.54	11.25
Finance/Control	12.63	11.59	10.77	10.47
Linguistics	0.75	0.38	0.77	0.78

24 See Annex II - table 1 Expenditure

An increase is foreseen in Title 3 in 2019 providing the resources to reflect the operational priorities. As per consolidated practice, savings in Title 1 will be assigned to operational activities and if appropriate to infrastructure improvements.

Human resources

The ETF achieved the full 10% staff cuts already at the end of 2017 following the retirement of two members of staff.

As natural departures were mainly amongst human capital development experts (AD contracts), the ETF focussed on improving the share of staff allocated to core operational job categories through efficiency gains.

The result of these efforts can be noticed in the following table, which presents the estimated evolution until 2020 in the allocation of staff to the key job type categories as per the job screening exercise and following EC guidelines.

From 2018, the ETF started using the opportunity to off-set the effects of part-time work by other appointments (1 additional HCD Expert). Should any further budget and part-time savings be available, any additional appointment will be assigned to ETF core business. This would further increase the proportion of staff allocated to the operational job type as shown on the previous page.

Growth of existing tasks: Although no major new tasks are foreseen, the ETF expects an increase in requests for services within the current mandate based on the renewed priority given to human capital development within the EU external policies and instruments leading to higher levels of EU support in this area of intervention. In 2017, ETF experts contributed to shape about €250 million of EU support. In 2018, the Commission requested a detailed analysis of governance and financing aspects of VET strategies to ensure that larger scale EU funding targets the implementation of financially sustainable VET strategies. In addition, the ETF will be closely involved in two of the four platforms under the revised Eastern Partnership policy and focus on the renewed priority given to the accession process in the “Credible Enlargement Perspective for the Western Balkans”. In 2018, the ETF revived its support to Libya and expects further engagement in 2019 and beyond.

Efficiency gains: Following a reflection on making the ETF more strategic and efficient to mitigate the impact of the 10% staff cut, a further reorganisation was implemented in 2015. This entailed in particular the creation of a single operations department organised around seven projects in contrast with some 50 country, regional and thematic projects previously and the centralisation of the management of financial and procurement processes.

As part of the continuous reflections on how to make the delivery of ETF core business and support services more strategic, efficient and impactful, management completed in 2018 a functional review which led to the identification of areas for improvement in particular with a focus on streamlining the organisation of operations and refocusing corporate efforts on strategic priorities. This has been translated into an update of the ETF’s organisational structure with the creation of an additional Unit in ETF Operations Department as adopted by ETF Governing Board in March 2018.

In addition, as can be seen from the table on the job screening exercise and projections from end 2018, despite the additional 2 staff cuts between 2017 and 2018 within operations, the ETF managed to reinforce its core expertise and operations by allocating resources from other areas.

The ETF will continue to bear in mind the conclusions of the Common Approach regarding governance, management and efficiency. It is already taking advantage of common services provided by the European Commission (activity-based accounting system (ABAC), Paymaster’s Office (PMO), European Personnel Selection Office (EPSO), Office for Infrastructure and Logistics in Brussels (OIB) and uses as far as possible common procurement with the Commission and the other agencies.

Negative priorities/decrease of existing tasks:

The ETF gives positive priority to satisfying requests from the EU Institutions and Delegations for support to EU policy and external assistance anywhere. In addition, the ETF will engage with countries that are committed and ready to reform their VET systems in the European Neighbourhood countries of Ukraine, Georgia, Moldova, Tunisia,

Morocco and Jordan and the candidate countries. Other Neighbourhood countries and potential candidate countries will have medium priority, while the countries of Central Asia, Russia and Israel will be given low priority. In particular, the ETF is only partially able to respond positively to requests to support partner countries in applying the Torino Process at sub-national level and not able to engage in any extended way at sector level.

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

Internal redeployment: The continuous efforts to make the ETF more efficient has allowed an increase of the total number of human capital development experts from 36 in 2008 to 46 in 2017 in spite of the fact that most staff cuts were implemented through natural departures in Operations. Following the efficiency gains achieved through the reorganisations in 2011 and 2015, the options for further internal redeployment in the coming years are limited. Administration functions are closely linked to compliance and it is limited how much further it can be reduced in size.

Nevertheless, the ETF will continue to consider opportunities for redeployment of staff currently deployed in support services to operational activities. In addition, to promote staff engagement and enlarge career opportunities, calls for expressions of interest for voluntary mobility have been launched during 2018 and resulted in a number of internal reassignments.

Given the limited possibilities to redeploy further staff within the staff category Temporary Agents, in 2018 the ETF decided to recruit two junior HCD experts at CA FGIV level as consequence of further efficiency gains in work organisation in non-core business areas.

Conclusion on evolution of resources: The ETF, guided by its Governing Board and EU institutional partners, will need to constantly monitor demands for its services and be ready to revise its priorities and actions to ensure effective support to the EU's human capital development interventions in third countries as the main priority.

The available financial resources, frozen between 2014 and 2018, will allow a moderate increase in Title 3 as of 2019.

3. WORK PROGRAMME 2019-20

This section outlines the 2019 operational outcomes and forecast for 2020 for each thematic area as well as organisational support actions. The section includes the main actions and outcomes and resource assumptions for 2019. Further details on ETF 2019 operational actions in partner countries are presented in Annex XIII²⁵.

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

The objective is to support partner countries through the ETF's contribution to EU assistance. This is done mainly through delivering high quality and timely inputs and products to the EU programming and project cycle phases, including Budget Support modalities, upon request of EC services or EU Delegations, considering the availability of resources and relevance of the interventions. ETF also provides technical inputs to the bilateral and/or regional policy dialogue embedded in the EU external relations and policy assessment processes, by mobilising the policy analysis and assessment results, such as the ones from Torino Process and thematic studies. It also contributes to regional initiatives and programmes implementation by providing technical advice and it develops expertise on EU aid modalities and external assistance policies, both externally and internally. The content and extent of the expertise requested from the ETF varies widely, as described below.

The current assumptions for EU support in 2019-20 can be classified into the following intervention types:

Support for EU external assistance in different phases of the project cycle, both for skills development programmes (or components within broader programmes) as well as sector programmes in Human Resources Development related domains. The ETF is regularly requested by the EU Delegations to support identification and formulation, operationalisation and implementation through content and technical advice. During the year, the ETF also receives from the European Commission services routine requests such as providing a view on Budget Support/Sector Reform Contracts disbursement files, comments on draft project proposals, monitoring and evaluation reports, etc.. In 2019-20 the ETF will further develop the analysis of specific performance indicators for disbursement in budget support programmes in the field of VET, skills development and employment in European Neighbourhood countries. The ETF work will focus on the updating of the analysis previously done on the performance indicators for disbursement used in budget support programmes in neighbour countries until 2016, extending it to the programmes contracted after then. Based on that, a set of recommendations for future programmes can be drawn. In 2019-20, ETF could develop a methodological note based on the ETF built expertise from the involvement in the design of budget support programmes in employment, skills and social policies, which would be a technical tool for supporting the selection, identification, and definition of performance indicators and respective targets in future programmes. Additionally, it could be considered the possibility of having a set of technical discussions/dissemination actions of this tool amongst EU and ETF staff.

²⁵ More information on the ETF's operational work will be available on the ETF website.

It is also foreseen to further reinforce internal expertise in financing and costing analysis of education and training system reforms, in order to be able to assess the credibility of national strategies and action plans in the partner countries. The latter will also allow the ETF to back up its policy advice to partner countries with financial sustainability arguments.

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

The ETF supports the EU bilateral policy dialogue as per requests of DG EMPL, DG NEAR or DG HOME (by providing inputs to sub-committee meetings, RIGA mid-term deliverables monitoring and reporting, and ERP's assessment in SEET; EaP inputs to the Association agreements monitoring and Cluster meetings in EaP countries; inputs to bilateral policy dialogue meetings in SEMED; preparation of Country Fiches for all EaP and SEMED countries; and contributions to the Mobility Partnerships in both EaP and SEMED). These requests for expertise contributions focus on SEET for enlargement related policy dialogue and on ENP countries, in particular those with reinforced cooperation mechanisms with the EU (Association Agreements and Deep and Comprehensive Free Trade Agreements, etc.).

In the SEET countries, the ETF will be involved in the monitoring of outcomes of the Flagship initiative "Supporting Economic Development" in the area of VET, employment and social reforms; this in the context of the findings of the EU Regular Progress Report, ERPs and Riga, using the national and regional 2019 Torino Reports and other monitoring ETF products. ETF will draft the analytical reports on policy developments and progress in particular in relation to Chapters 19, 20, 25 and 26 and the recommendations of the ERPs in the candidate countries.

Inputs to regional policy dialogue. Specific inputs depend on the EU external assistance priority agenda, e.g. issues selected under the Eastern Partnership platforms, cooperation with the Regional Cooperation Council in the Enlargement region and the Union for the Mediterranean ministerial agenda.

In SEET, the ETF's presence and expertise contributions will be provided to ministerial

meetings in the area of human capital development, including Western Balkans Ministerial of Education Ministers (PET, DG EAC), the planned Ministerial Platform for Employment (DG EMPL) and the Ministerial Research Platform for RTD if requested by DG Research for smart specialisation); ensure input to EU Presidency events and those under the "Berlin Process" and its follow-up..

Contributions to the EaP regional dialogue will be made within the framework of the Platforms 2 "Economic Development and Labour market opportunities" and 4 "Mobility and people to people contacts" work programme through the organisation of peer learning actions and expertise contributions to events organised by relevant DGs. Moreover, the ETF will support the Youth Package through its activities in the region. Also ETF will support DG NEAR in monitoring progress towards the deliverable 18 in the following dimensions: (i) youth employment and transition to work and quality and (ii) attractiveness of VET

In the SEMED region, ETF will actively contribute to the preparation of the fourth Union for the Mediterranean Ministerial Conference on Employment and Labour (2-3 April 2019, Portugal). ETF will also contribute to Euro-med industrial dialogue drawing of SBA.

In Central Asia, ETF will resume its technical inputs to the final conference of the Central Asia Education Platform (CAEP), under the coordination of DG DEVCO, which comes to an end in March 2019. ETF will be involved in the preparations of the new phase of CAEP and/or in the preparation of a bridging programme (if requested by DG DEVCO).

In 2019 following the growing needs for ETF input to the continental programs for Africa under the African Union-EU agenda involving also ETF partner countries, ETF will provide input to the AU-EU Skills for Youth Employment Programme (SYEP). Furthermore, in its the function of the ETF as a knowledge broker, the ETF has joined the advisory board of the Development Cooperation VET Toolbox which provides services in the area of VET to developing countries outside the geographical area in which ETF is active.

Support to EU regional funded programmes.

The ETF also provides technical expertise to regional EU programmes such as the Youth Employment in the Mediterranean (YEM) project, implemented by UNESCO in the SEMED region and the EU for Youth programme (EU4Y) in the Eastern Partnership region. Upon request of DG NEAR provision of technical expertise will also be provided to the EU for Digital Programme in the EaP region and in specific its digital skills component (specific input to be defined). In the WB6, support is provided to the European Social Affairs Platform (ESAP) implemented jointly by the Regional Cooperation Council and the International Labour Organisation.

In the WB6 ETF will provide thematic expertise to the EU policy Labs initiative and it will continue delivering expertise input to DG EAC for the implementation of the VET pilot mobility scheme (specific input to be defined with DGEAC). Also upon request of DGNEAR and CONNECT ETF will provide input to the digital agenda of the Regional Economic Area.

Cross-country support. After agreement with DGNEAR, ETF also foresees the organisation of a joint EC-EUDs-ETF seminar for Southern Neighbourhood in 2019, for enhancing coordination and communication between the different partners and to provide a platform for discussion and mutual exchange on EU bilateral policy dialogue and interventions in skills development and employment, as already organised for the SEET in 2017, and for the EaP countries in 2018.

In 2019-20, building upon the recommendations and results of the fifth round of Torino Process policy assessment and other thematic analysis carried out in the partner countries, ETF will have evidence based and participatory input from stakeholders in partner countries that represent

an important input to support the programming of the new EU cycle of external assistance for Neighbouring countries in the fields of skill development, labour market and employment reforms.

As mentioned, the EU support function is one of the main priorities in the 2019 work plan for the Operations Department. Thus, keeping relations with EC services and EU Delegations and deploying more efforts to engage services that have not to date requested ETF support are crucial goals to be achieved.

Building on the tools and products that have been developed in agreement with the EC, ETF will develop also the following actions for further developing expertise on EU external assistance modalities as well as for improving the delivering of products to the EU services requests:

- Provide learning and development opportunities for ETF staff members (Country Coordinators and Thematic Experts) regarding EU external assistance tools and methodologies. The aim is to keep updated ETF expertise in responding to requests from the EC and EUDs.
- Continue the in-house reflection on the complementarity of ETF activities with EU external assistance and the importance of ETF products, methodologies and analyses for innovative EU intervention proposals.
- Further develop on-line mechanisms for feedback on the quality and relevance of ETF's support and products, notably aiming at a higher response rate to the evaluation questionnaire.
- Regarding digital development, further enhance the EU request Database functionalities to align it with actual reporting needs.

Outcomes 2019-20	Indicator
The relevance of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to programming and project design	80% of the EU services supported for policy dialogue, programming/ project design, monitoring and evaluation and implementation assess the ETF contribution positively The ETF is requested to support implementation, monitoring or evaluation in 50% of its partner countries
The efficiency and effectiveness of EU interventions in the partner countries on human capital development are enhanced with the ETF's support to implementation, monitoring and evaluation	
EU policy dialogue on HCD issues is enhanced in partner countries through ETF policy and thematic contributions	

3.2 Policy analysis and system wide progress monitoring

The objective is to support partner countries to improve skills development policy making. In 2019, the focus will be on (i) the implementation of the fifth round of the Torino process (ii) reinforcing the information basis and collection of evidence for the creation of solid feedback loops and (iii) supporting candidate countries and providing inputs for the 2019 evaluation of the Riga MTDs in candidate countries.

Regarding the fifth round of the Torino Process, it will consolidate its strong points, while bringing in some new features to increase its added value in terms of strategic orientations. In particular, the TRP5 will focus its objective on a quality and coherent assessment VET policy in a LLL perspective in all ETF partner countries. This wider scope of the analysis will take stock of human capital issues and assess the VET policy responses to address them. A more holistic view of VET will

be sought (IVET including post-secondary, CVT, ALMPs etc.). Under this light, TRP5 will:

- Introduce a new output, in the form of a VET policy assessment, prepared by ETF with the objective to provide the ETF's expert view on human capital development issues and VET policy responses and to reinforce the coherence and impartiality of the analysis across partner countries.
- Apply a more flexible, holistic and adapted framework to guide the analysis and better capture the national skills development issues as well as the impact of VET policies in place to address these issues²⁶: The National Reporting Framework (NRF)
- Have a longer timing for implementation, with the objective to extend the consultations in the countries and align TRP5 with on-going policy debates and policy reforms in the countries and at regional (cross-country) level. To be mentioned here that TRP5 will start in Q4 2018 in SEET in order to be able to disseminate the outcomes in the high level PET regional event to take place possibly in June 2019 in Turin.

In addition, ETF will continue to foster broad participation to all stakeholders involved in the policy cycle of skills development and its linkages with socio-economic context, with a specific focus on private sector, civil society and international/ bilateral cooperation organisations and reflect at an early stage and upstream on the policy uptake in the partner countries and how best TRP can bring added value to the national VET policy cycle and/or EU/country bilateral policy dialogue.

Regarding evidence collection, the focus will be on the systematic collection of key indicators across ETF partner countries to reinforce policy monitoring and policy making. ETF will continue with the production and release of KIESE indicators and extend the NIVET (national indicators on VET) to 13 additional priority countries (10 countries have been covered so far) with the objective to conduct regular and sustainable data collection in all countries.

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

Finally, in 2019, candidate countries will be supported in the evaluation of the implementation of the last round of Riga MTDs through the provision of expertise input to reinforce evidence collection and analysis of progress under each deliverable.

Outcomes 2019-20	Indicator
Increased availability of indicators and information across partner countries	Quantitative indicators (KIESE and National VET and LM indicators) increase by at least 50%
The Torino Process 5 VET policy assessment framework is developed and the implementation process revised to increase the policy uptake by partner countries	Participation of stakeholders is increased by at least by 10% TRP is used in at least half of participating partner countries for national and/ or EU policy dialogue

The ETF will cooperate with Eurofound to share information on practice to enhance the quality of methodologies and results of analyses.

The ETF will also cooperate with Cedefop on the monitoring of the Riga medium-term deliverables and in the area of statistics ETF will continue its cooperation with Eurostat in the SEMED, SEET and EaP regions.

3.3 VET governance

The overall objective is to support partner countries to improve both initial and continuing VET in terms of governance systems and, through better governance, ensure a higher policy focus on human capital and skills in both economic and social development and inclusion national objectives. In 2019, the focus will be on contributing to effective policy making in VET for economic development and social/territorial cohesion and, more specifically, to good multilevel governance in VET. Actions will unfold under the following three lines:

- In the field of financing and governance, and based on the 2018 pilot diagnostic analysis carried out in Montenegro, the methodology will be refined and published, making it a solid tool for further diagnosis in other countries upon request.
- Public-private cooperation will be promoted across ETF operational activities with special emphasis on reinforcing the capacity and role of social partnership at national, territorial or sectoral level and the implementation of public-private partnerships in VET. In 2019, a study on public-private partnerships conducted by the ETF in 2018 will be finalised and published. The positive role of civil society organisations in VET will also be taken into account in ETF advocacy, in particular in SEMED where the ETF will share findings of the survey on CSOs conducted in 2018.
- In the field of subsidiarity, including decentralisation where relevant, the ETF will focus on countries that have opted to implement improvements in their VET governance (Moldova, Tunisia and Ukraine).

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

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

Outcomes 2019-20	Indicator
VET governance analyses inform policy options for good and multilevel governance including financing in selected partner countries.	Options by governments and/or EU assistance for improved inter-institutional cooperation, shared vision, strategies, VET financing, and institutional arrangements are based on ETF supported governance analyses.
Social partners and other civil society organisations have stronger capacity to take an active role in VET governance at national and/or territorial level in selected partner countries	Social partners and other civil society organisations increased participation by 20% in VET governance actions in selected partner countries
VET decentralisation policy development and implementation is based on governance analyses, and skills development is embedded in territorial strategies in selected regions/countries.	Targeted countries introduce mechanisms for national and sub-national coordination in VET (85% of targeted countries)

3.4 VET provision and quality assurance

The objective of this thematic area is to support partner countries to improve both initial and continuing VET in terms of VET provision (focusing on work-based learning, vocational teachers and trainers, digital skills and digital and on line learning) and quality assurance. In 2019 and 2020 emphasis will also be given on the role of centres of excellence in VET provision.

1. EU internal policy development

The thematic policy area aims to strengthen its contribution to a series of European Commission thematic working groups, such as (i) VET (teachers and trainers); (ii) Adult learning; (iii) Digital skills and competences; (iv) EQAVET Steering Committee;

(v) Cedefop Network on career guidance; and (vi) Platform of European Associations of VET providers. ETF expert opinions and comments will support EU documents in the thematic policy area. Co-operation with Cedefop intensified through regular online meetings, systematic knowledge sharing and planning of a joint activity in 2020.

2. EU external policy dialogue

Close co-operation will be sought with EU funded regional bodies (e.g. ERISSE) with regard to the Western Balkan Alliance for WBL and the regional network for teachers in SEET. Close links and co-operation will be established with the Eastern Partnership Platforms on the digital skills agenda. Expertise support will be provided to EU support and ultimately to the EU Delegations in partner countries.

3. Co-operation with international stakeholders

Co-operation with the Interagency Group (IAG) on VET and work-based learning is likely to continue as well as with UNESCO concerning the dissemination of the joint study on work-based learning in Arab countries. Co-operation with the ILO-ITC in Turin will lead to the sixth joint edition of a career guidance course for decision makers and planners in education, training and employment. New links will be established with intergovernmental initiatives (e.g. Berlin Process) on the digital skills agenda in Western Balkans and co-operation will continue with Austria's KulturKontakt in Albania, with Swiss Development Cooperation (SDC) in the former Yugoslav Republic of Macedonia and with GIZ in Armenia (all on work-based learning). The thematic policy area is represented at international networks, such as ICCDPP (International Centre for Career Development and Public Policy) and INAP - International Network on Innovative Apprenticeships. Expert contributions will be made at national and international events organised by EU Member States, donors and international organisations.

Specific priorities in 2019 are described below.

Work-based learning

The enhancement of work-based learning (WBL) will be addressed in the South Eastern Europe and

Turkey and the Eastern Partnership countries. In the SEET region, the focus will be on country specific actions in the five candidate countries that have selected work-based learning as the top-priority among the EU Riga medium-term deliverables (MTD) for VET in 2015 and the organisation of the annual EAfA meeting organised in co-operation with DG EMPL. The opportunity of linking potential candidate countries to EAfA will be explored. In the Eastern Partnership region, country specific capacity building or policy advice actions to support countries in bringing forward work-based learning will be implemented in Georgia, Moldova, Ukraine and Armenia. Furthermore, the Annual Forum on work-based learning will be organised to facilitate peer learning among the countries of the region and EU member states. The event will be organised as part of the Eastern Partnership platform 4 work programme. Finally a modular training course on WBL will be developed and applied. For both regions a series of policy briefs will be prepared to reflect on lessons learnt in the last three years and orientate future work in this policy area. The ETF will continue aligning its work with the European Skills Agenda, including the recently adopted Framework for Quality and Effective Apprenticeships; while more attention will be paid to the acquisition of key competences and qualifications through work-based learning.

Vocational teachers and trainers

Based on the results from the analysis of the VET profession carried out in 2018 in 8 countries (ETF carried out a similar study in SEET countries in 2016), the ETF will disseminate the policy brief with the findings and conclusions from the analysis in the 8 countries surveyed to inform policy dialogue and future actions of national and international actors. The second focus will be to disseminate the policy brief with the findings from the video pedagogy innovation project implemented in 2018. Close co-operation will be sought with ERISSE in support to the regional network for teacher development in SEET.

VET quality assurance

Quality assurance modernisation in partner countries will be stimulated through the intra- and inter-region action of the ETF Quality Assurance

Forum. Conditional to external funding, it will start to expand its geographical scope from the SEET and to the Eastern Partnership and selected Central Asian countries (Kazakhstan, Uzbekistan). The Forum will continue the work it started two years ago, through its Annual Meeting of National Contact Persons representing member institutions of 16 partner countries as well as through thematic region-based PLAs and the ETF e-Platform. Work on quality indicators will continue and country fiches will be updated.

Digital skills and distance and online learning

The focus is in informing policy makers and practitioners in selected partner countries on the use of EU tools and instruments to develop digital skills and digital and on line learning as an integral part of the modernisation of their vocational education and training systems. The ETF will also support selected partner countries in the implementation of tools and instruments. Specifically, as part of the EU-Western-Balkans initiative, an ETF regional action will support VET providers to analyse their digital readiness and support digital competence development (by making use of EU tools such as DigComp and the self-assessment tool, SELFIE). This action will be supported by joining an existing EU platform or alternatively by setting up an ETF virtual network on Digital Skills. As part of the EU-EaP platform, expertise will be provided to the “EU4 Digital” network on digital skills and competences and co-working sought with the entrepreneurship key competence based on the experience of Ukraine and Georgia. In the SEMED region, the ETF will provide its expertise to the partner countries via the YEM project.

Finally, the ETF will continue to contribute its expertise to the EU and international policy dialogue and EU tools. The ETF position paper will be disseminated to ensure coherent and effective intervention in partner countries.

Career guidance

A cross-country study will explore how career guidance can help to respond and shape changes in the labour market and work organisation posed by the fourth industrial revolution. It will address key questions such as career management skills as part

of education and VET curricula, up-to-date career information systems and co-operation mechanisms between education and labour market institutions providing career guidance.

Outcomes 2019-20	Indicator
Work-based learning enhanced, with special attention to apprenticeships and internships/ traineeships, by involving social partners, companies, chambers and VET providers	All 5 candidate countries implement MTD WBL policy options and participate in EAfA. Majority of EaP countries participate in the WBL Annual Forum/Modular Training
Systematic approaches to, and opportunities for CPD of VET teachers, trainers and mentors identified	At least 3 participating countries in the ETF survey identify measures to improve CPD or the conditions of VET teachers
Further development and implementation of quality assurance mechanisms in VET in line with the EQAVET recommendation	At least 16 partner countries participate in the Transnational Forum on QA in VET and at least 5 partner countries identify systemic QA measures / or focus on systematic monitoring of QA improvement

3.5 Qualifications and qualifications systems

The objective of this thematic area is to support partner countries to improve both initial and continuing VET in the field of qualifications and qualifications systems.

The work on qualifications and qualification systems will continue to support countries in moving their NQFs through the development stages to make them a tool for modernising VET for lifelong learning, employability and competitiveness.

The ETF will provide policy advice and capacity building to Albania, Bosnia and Herzegovina, the former Yugoslav Republic of Macedonia, Serbia, Kosovo, Turkey, Azerbaijan, Belarus,

Moldova, Ukraine, Georgia and Montenegro with a differentiated approach in the interventions according to the assessment of progress in the policy stage carried out in 2018 including in those countries where EU projects support the modernisation of qualifications and qualification systems. The ETF will help these partner countries to develop skills and knowledge in reforming their qualification systems to enable them to progress towards achieving recognition i.e. via measures for transparency, quality, labour market relevance, and portability of qualifications.

The revised European Qualifications Framework (EQF) Recommendation includes provision for third countries to compare their NQF to the EQF. In 2019, the ETF will contribute, within the EQF Advisory Group, to development of criteria to evaluate third countries' readiness to link their systems to the EQF. The developments of the EQF and the growing migration flows, fit well with the ETF work towards a better understanding and a fair recognition of qualifications awarded elsewhere. Cooperation between the Union and third countries on the transparency of qualifications can foster migrant integration into the labour market, so the ETF will continue to facilitate this cooperation.

In 2019, the ETF will complete a new study, on "Qualifications and Skills, Benefits to People", which advises partner country actors on how to channel benefits of skills and qualifications to main user groups through decision-making on guidance, curricula and teaching. This study will form the thematic basis of the ETF's 2019 conference on qualification systems. Like the series of related publications, this event can be regarded as a natural sequel to its predecessors.

During 2019, the Qualifications Platform will move to a new technical system for better accessibility and easier interaction, aiming to increase blog output.

The ETF will also coordinate the 2019 edition of the Global NQF Inventory, a co-production between the ETF, Cedefop and UNESCO, which surveys and analyses trends globally in qualifications frameworks. The ETF will co-present the inventory findings at the ASEMME 7 meeting with the partner agencies.

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

Outcomes 2019-20	Indicator
NQFs and VNFIL systems developed or implemented in selected partner countries.	Partner countries apply ETF-developed policy recommendations, tools and methodologies in qualifications systems,
Countries orient qualification system to EU systems and tools.	SEET countries reference NQFs to EQF or progress towards; in SEMED and EE, NQF to EQF relationship is advanced; progress in VNFIL and recognition systems.

3.6 Employment, skills and employability, including skills and migration

The objective of this thematic area is to support partner countries to improve both initial and continuing VET in terms of employment skills and employability. The work focuses on three priority areas: (i) identification of present and future skills needs, (ii) transition to work and (iii) the skills development dimension of migration. The priorities in 2019 are as follows:

Identification of present and future skills needs

As a follow up to the 2018 corporate conference in 2019, the ETF will prepare a flagship publication on Skills for the Future and launch a study to understand better how global trends influence the future of work and skills in partner countries. It will pay particular attention to the specificities of different countries. In an effort to support partner countries to modernise their skills identification instruments, the ETF will apply its methodological framework on the use of Big Data for skills intelligence to at least two selected countries in the Eastern Partnership region and

discussions will start with the ILO and Cedefop on the development of a seventh guide on skills anticipation and matching, specifically on the use of Big Data to feed labour market information. A joint training course with ITC ILO on the future of work will also be launched as a follow up to the recent consolidated course on skills anticipation and matching. The ETF will provide capacity building and coaching/expertise support activities to selected countries, and enhance the accessibility of methodological tools to stakeholders of the partner countries through digital means. Traditional approaches to country activities in terms of knowledge sharing on skills anticipation and matching will be replaced by thematic e-learning modules, where possible. In the Eastern Partnership countries, the ETF will continue to support the regional “Make it Match” network started in 2014 under the Eastern Partnership platform 4 to support peer learning and exchange

Transition to work

The focus will be on young people and their integration into the labour market. In all regions, the ETF will investigate the youth situation in the labour market and build intelligence, with a specific goal of shedding light on different NEET groups and their root causes of exclusion. Particular focus will be given to the situation of young women. The study will inform policy makers, steer specific targeted actions and bring coherence to EU/international interventions on youth. Upon request, the ETF will also provide policy guidance on youth employability and overall labour market transitions aspects in all regions.

Skills and migration

In addition to the work to better understand and recognise qualifications (see 3.5), the ETF will support the policy dialogue of the EU with partner countries in the framework of the Mobility Partnerships, with a specific focus on labour market needs in the EU and on the development of links between EU and partner countries services (as launched in Tunisia in 2018). Mobility Partnerships are an opportunity to focus more closely on the country's skills development agenda and to link migration developments with other domestic policy issues, in particular the domestic labour

market and VET policy in partner countries. The ETF will systematically gather evidence on Partner Countries' existing strategies, policies and measures in the field on migration. This work will contribute to reporting and monitoring progress in the implementation of Mobility Partnerships and, more broadly, on EU partner country policy dialogue on migration. It could eventually inform support to the countries on how to better integrate migration policy with human capital development policies.

Because of this intelligence, the ETF will improve its way of reporting to the EU on the skills dimension of migration and mobility. The focus of the reporting will be on progress in related policy areas (NQFs, VNFIL, Employability policies, attractive VET programmes, etc.) that could have an impact on the root causes of migration, with a particular focus on facilitating the transparency and portability of qualifications and skills in legal mobility schemes (including, circular mobility and return). It will also include a follow-up/updating of the MISMEs inventories.

The ETF will also contribute to EU requests for project identification and will provide expertise to international and regional actors when requested. A joint training course with ITC ILO on the skills side of migration may also be launched. The ETF's activities on the skills dimension of migration and the mobility partnerships will continue to facilitate the development of approaches, methods and tools to improve the transparency of skills and qualifications and foster skills recognition.

The ETF will continue its partnership with the European Bank for Reconstruction and Development on the assessment and recognition of refugees' skills, as part of its continued facilitation of the exchange of information and experience among other relevant donors or players engaged in the development of human capital.

The ETF will foster cooperation with international organisations (ILO, OECD) and the EU agencies (Cedefop and Eurofound) bilaterally and within the

framework of the Inter-agency Group on TVET, for knowledge sharing on new approaches in this field.

Outcomes 2019-20	Indicator
Further development and implementation of labour market and skills intelligence tools and mechanisms	At least half of the countries receiving ETF support use labour market and skills intelligence tools to inform VET and skills development policies
Further development and implementation of comprehensive policies and mechanisms to facilitate transitions to work	At least 50% of countries covered by ETF activities use the information provided to establish mechanisms to support transitions to work
Increased information and awareness of partner countries about Mobility Partnerships with the EU to develop and implement migrant support measures	In at least four of the partner countries with Mobility Partnership agreements, skills-related measures are developed to support migrant integration into the labour market.

3.7 Entrepreneurial learning and enterprise skills

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

In 2019 the ETF will carry out the following:

1. Evidence-based policy analysis: SBA assessments and recommendations for six Eastern Partnership countries in three areas a) entrepreneurial learning, b) women's entrepreneurship and c) SME skills. In addition, the results of 2018 SBA assessments from the Southern Neighbourhood and pre-accession regions will be disseminated.
2. Building networks of EntreComp practitioners: having been instrumental in building the European Entrepreneurship Competence Framework, implementation is being carried out by the European Commission (EU) and

ETF (partner countries). The first step is to capture expertise and know-how, and promote peer learning amongst education and training providers applying EntreComp. A policy briefing on the ETF experience with EU entrepreneurship competence framework will be produced in 2019 to conceptualise and produce instruments for mainstreaming key competences in the VET curricula for the 21st century;

3. Reinforcing the skills dimension in economic development: building on the outcomes of joint work with the JRC and the most recent SBA assessments, the ETF will elaborate tools to support smart specialisation developments from a skills perspective including piloting of the tools in two pre-accession countries, namely Albania (tbc) and Montenegro. The main output in 2019 will be the production and dissemination of skills-centred smart specialisation support tools. The ETF will contribute to an advanced smart specialisation mapping methodology led by JRC specifically by using ETF existing expertise and knowledge products to develop the skills concept within the approach, quantitative and qualitative mapping of skills, and tools to measure skills mismatches – to be published in 2019. To improve coordination, the ETF will seek to join the inter-institutional coordination mechanism on smart specialisation as an integral and active member. A number of country-specific actions (Bosnia and Herzegovina, Georgia, Moldova, Tunisia and Ukraine) will bring forward EU recommendations for the entrepreneurship and digital key competence developments (policy elaboration and implementation) and particularly determining if and how two competences can be co-worked in terms of curriculum reform and teacher training.

The ETF will continue its expertise support to GROW and EMPL on EntreComp and women's entrepreneurship development.

Progress achieved in partner countries implementing SBA human capital recommendations	Improvement in SBA performance on the human capital dimensions in at least 10 partner countries
---	---

3.8 Communication

The objective for communication is to strengthen stakeholder access, understanding and use of ETF work, develop a compelling narrative for all partners, and build trust to enhance the ETF's effectiveness through the following outcomes.

Outcomes 2019-20

- The ETF engages with its target publics and communicates a clear consistent message to stakeholders about its achievements and how they fit into the bigger picture of EU policy and support to the partner countries.
- The ETF is recognised as a thought leader on VET, employment and development issues.
- Communication of the ETF's activities is coordinated and framed under a wider corporate communication strategy through an annual communication roadmap as a basis for setting priorities.
- All staff understand and support the objectives of the ETF and are able to share their knowledge, ideas, experience and expertise across the organisation.

In 2019 the ETF will build on the occasion of its 25th anniversary to launch its post-2020 strategy and communicate results, added value and future areas of work to EU, international and partner countries stakeholders. Targeted communication will be developed to reach out to citizens in the EU strengthening the visibility of the value of human capital investment within the EU external relations policies and programmes. The ETF will also build on its website renewed in 2018, putting particular attention on increasing the learning value of material developed by the ETF, the visibility and outreach of products and accessibility to evidence and intelligence gathered by the ETF in the partner countries.

3.9 Partnership and stakeholder

Outcomes 2019-20

Indicator

relations

The ETF works with numerous external partners and stakeholder groups to ensure (i) that it is recognised and plays a role within the thematic development at global level, (ii) that it contributes through partnership to ensure a harmonised and coordinated approach to interventions in partner countries, (iii) that lessons and outcomes of ETF work are used systematically and, (iv) that it has access to global networks and relevant experience and expertise in the EU and all over the world.

Outcomes 2019-20

- Enhanced dialogue with the EU institutions and relevant EU bodies to ensure consistency with EU priorities and complementarity with EU policies and assistance actions.
- Reinforced cooperation with relevant EU Member State institutions by mobilising significant experience and practice with a view to disseminating them to the partner countries.
- Strengthened exchange with international and bilateral organisations and other relevant international and regional actors to ensure complementary approaches to HCD reform and opportunities to scale up ETF actions

In 2019, the ETF will build on its solid partnerships with EU institutions and Member States to finalise its post-2020 strategy as well as continuing to disseminate relevant EU and Member State experience in partner countries and at international level.

The joint work programmes with Cedefop and Eurofound will be strengthened through both knowledge and practice exchange as well as joint actions in the analysis of survey results, and expertise development in the ETF's thematic areas. Furthermore, ETF will continue its cooperation with Eurostat in the area of statistics and evidence collection methods and take part in relevant regional actions.

The ETF will strengthen partnerships with international actors active in the field of human capital seeking opportunities for synergies aimed at developing new areas of work, disseminating ETF expertise and products. In particular, this will

be done through partnerships described under the operational chapter involving the Interagency Group members (ILO, EBRD; OECD; UNESCO and Cedefop as well as the EC and Member State actors). The ETF will continue its exchange and cooperation with bilateral donors and regional organisations and seek to increase opportunities in 2019 for dialogue and cooperation with academia and research organisations as well as civil society. This will support the ETF principles of ownership, cooperation and complementarity, as well as the innovation actions which will be a key feature of the 2019 Work Programme.

The ETF will continue its cooperation with the ITC-ILO Turin based centre for the delivery of jointly designed training programmes.

Expertise exchange and the ETF's contribution to specific activities implemented by institutional stakeholders will continue in order to enrich the ETF expert network as well as the improvement of the visibility of the ETF.

3.10 Resource management

Outcomes 2019- 20

Human resources management

- Staff engagement and thus performance strengthened through continuous attention to managerial and leadership skills development, to quality of learning and development activities and to staff well-being.
- Compliance with legal frameworks maintained.
- Current commercial human resources management system replaced by the Commission system SYSPER.

Financial and procurement management

- Robust, compliant and performant financial and procurement management system and tools available to support an efficient, effective and economic use of ETF financial resources.

Information and communications technology

- Provision of secure, reliable and interoperable solutions focusing on initiatives improving, enabling and leveraging ETF work.

Facilities management

- Attractive, clean, accessible, safe and efficient

LIST OF ABBREVIATIONS AND ACRONYMS

working environment for all ETF activities ensured.

Accounting

- Correct annual accounts ensured.

ABAC	Activity-based accounting system
ABB	Activity-based budgeting
ADB	Asian Development Bank
AFD	Agence Française de Développement
ALMPs	Active Labour Market Policies
BC	British Council
BTC	Belgian Development Agency
Cedefop	European Centre for the Development of Vocational Training
CORLEAP	Conference of Regional and Local Authorities for the Eastern Partnership
CPD	Continuous Professional Development
CVT/CVET	Continuing vocational training/ Continuous vocational education and training
DCI	Development Cooperation Instrument
DG DEVCO	Directorate General International Cooperation and Development EuropeAid
DG	Directorate General
DG EAC	Directorate General Education and Culture
DG EMPL	Directorate General Employment, Social Affairs & Inclusion
DG GROW	Directorate General Internal Market, Industry, Entrepreneurship and SMEs
DG HOME	Directorate General Home Affairs
DG NEAR	Directorate General Neighbourhood and Enlargement Negotiations

DG REGIO	Directorate General Regional and urban Policy
DG SG	Directorate General Secretariat-General
DG TRADE	Directorate General Trade
DigComp	European Digital Competence Framework
DOL	Distance and open learning
EaFA	European Alliance for Apprenticeship
EaP	Eastern Partnership
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EEAS	European External Action Service
EEHubEU	EU Union Entrepreneurship Education Hub
EESC	European Economic and Social Committee
ENI	European Neighbourhood Instrument
ENP	European Neighbourhood Policy
EntreComp	European Entrepreneurship Competence Framework
EPSO	European Personnel Selection Office
EQARF	European Quality Assurance Reference Framework
EQAVET	European Quality Assurance in Vocational Education and Training
EQF	European Qualifications Framework
ERI SEE	European Reform Initiative of South East Europe
ERPs	Economic Reform Programmes
ESAP	Employment and Social Affairs Platform
ET 2020	Strategic framework for European cooperation in education and training
ETF	European Training Foundation

EU	European Union
Euromed	Euro-Mediterranean Partnership
FTE	Full-time equivalent
GDP	Gross domestic product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
HRD	Human capital development
ICT	Information and communications technology
ILO	International Labour Organisation
IPA	Instrument for Pre-accession Assistance
LuxDev	Luxembourg Development Cooperation
MISMES	Migrant Support Measures from an Employment and Skills Perspective
MTD	Medium-term deliverables
NEET	Not in education, employment, or training
NQF	National qualifications framework
OECD	Organisation for Economic Co-operation and Development

OIB	Office for Infrastructure and Logistics in Brussels
OSHA	European Union information agency for occupational safety and health
PET	Western Balkans Platform on Education and Training
PMO	Paymaster Office
PSD	Private Sector Development
QA	Quality assurance
RCC	Regional Cooperation Council
RCI	Regional Competitive Initiative
SBA	Small Business Act for Europe
SEE	South Eastern Europe
SEE2020	South East Europe 2020 Strategy
SEECCL	South East European Centre for Entrepreneurial Learning
SME	Small and medium-sized enterprise
SPD	Single Programming Document
SRC	Sector Reform Contract
UfM	Union for the Mediterranean
UNESCO	United Nations Educational, Scientific and Cultural Organization
VET/TVET	(Technical and) vocational education and training
VNFIL	Validation of non-formal and informal learning
WBL	Work based learning

ETF PARTNER REGIONS AND COUNTRY ACRONYMS

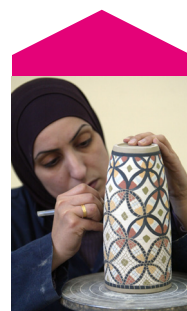
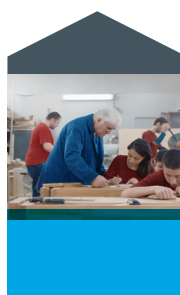
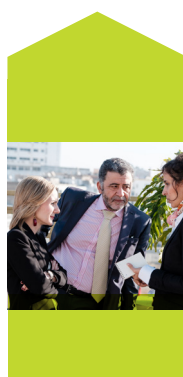
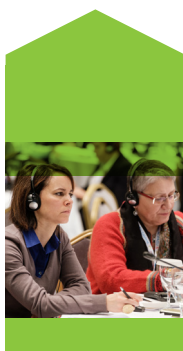
South Eastern Europe and Turkey	SEET
Albania	AL
Bosnia and Herzegovina	BA
Kosovo	XK
former Yugoslav Republic of Macedonia	MK
Montenegro	ME
Serbia	RS
Turkey	TR
Southern and Eastern Mediterranean	SEMED
Algeria	DZ
Egypt	EG
Israel	IL
Jordan	JO
Lebanon	LB
Libya	LY
Morocco	MA
Palestine	PS
Syria	SY
Tunisia	TN

Eastern Partnership	EaP
Armenia	AM
Azerbaijan	AZ
Belarus	BY
Georgia	GE
Moldova	MD
Ukraine	UA
Central Asia	CA
Kazakhstan	KZ
Kyrgyzstan	KG
Tajikistan	TJ
Turkmenistan	TM
Uzbekistan	UZ
Other partner countries	
Russia	RU

EUROPEAN TRAINING FOUNDATION 2017-20

ANNUAL WORK PROGRAMME 2019

ANNEXES



ANNEXES

Annex I – Resource allocation

Annex II – Financial resources 2019-20

Annex III – Human resources tables

Annex IV – HR Policies

Annex V Buildings

Annex VI Privileges and immunities

Annex VII Evaluation Plan

Annex VIII ETF Risk Register 2019

Annex IX Procurement Plan 2019

Annex X Organisation Chart

Annex XI ETF Key Performance Indicators 2017-20

Annex XII The ETF Intervention Logic 2017-20

Annex XIII Activities, Outcomes and Indicators 2019

Annex XIV Collaboration with other EU agencies

ANNEX I - RESOURCE ALLOCATION

Planned resource allocation by thematic area 2019

Operational Activities 2019	Planned budget (m€)	%
Support to EU assistance in the context of EU external policies	2 260 000	11%
Policy analysis and system wide progress monitoring	5 137 000	25%
VET governance	1 849 000	9%
VET provision and quality	3 698 000	18%
Qualifications and qualifications systems	3 082 000	15%
Employment, skills and employability (including skills and migration)	2 466 000	12%
Entrepreneurial learning and enterprise skills	2 054 000	10%
Total	20 546 000	100%

ANNEX II – FINANCIAL RESOURCES 2019-20

Table 1 – Expenditure

Expenditure	2019	2019	2020	2020
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1	13 827 300	13 827 300	13 877 300	13 877 300
Title 2	1 764 800	1 764 800	1 815 700	1 815 700
Title 3	4 953 900	4 953 900	5 264 000	5 264 000
Total expenditure	20 546 000	20 546 000	20 957 000	20 957 000

Expenditure	Committed Budget 2017	Budget 2018	Commitment appropriations			
			Draft Budget 2019		VAR (2019/2018)	Envisaged 2020
			Agency request	Budget Forecast		
Title 1 - Staff expenditure	13 613 305	13 666 200	13 827 300		+1.2%	13 877 300
Salaries & allowances	12 898 499	12 953 200	13 169 300		+1.7%	13 219 300
- Of which establishment plan posts	10 774 919	10 617 700	10 777 300		+2.0%	10 827 300
- Of which external personnel	2 123 580	2 335 500	2 392 000		+0.1%	2 392 000
Expenditure relating to Staff recruitment	8 343	8 000	9 000		+12.5%	9 000
Employer's pension contributions						-
Mission expenses	89 999	100 000	100 000		0.0%	100 000
Socio-medical infrastructure	27 000	25 000	25 000		0.0%	25 000
Training	213 316	220 000	210 000		-4.5%	210 000
External Services	349 895	350 000	260 000		-25.7%	260 000
Receptions, events and representation	1 204	4 000	4 000		0.0%	4 000
Social welfare	25 049	6 000	50 000		+733.3%	50 000
Other Staff related expenditure	-	-	-			-
Title 2 - Infrastructure and operating expenditure	1 873 956	1 907 950	1 764 800		-7.5%	1 815 700
Rental of buildings and associated costs	959 782	904 100	649 347		-28.2%	736 174
Information, communication technology and data processing	717 329	800 650	911 253		+13.8%	875 326
Movable property and associated costs	31 324	20 000	20 000		0.0%	20 000
Current administrative expenditure	65 754	63 000	69 000		+9.5%	69 000
Postage / Telecommunications	20 000	20 200	15 200		-24.8%	15 200
Meeting expenses	79 767	100 000	100 000		0.0%	100 000
Running costs in connection with operational activities	-	-	-			-

Expenditure	Commitment appropriations					
	Committed Budget 2017	Budget 2018	Draft Budget 2019		VAR (2019/2018)	Envisaged 2020
			Agency request	Budget Forecast		
Information and publishing	-	-	-			-
Studies						-
Other infrastructure and operating expenditure						-
Title 3 - Operational expenditure	4 641 734	4 569 850	4 953 900		+8.4%	5 264 000
Communications	538 094	441 000	422 000		-4.3%	402 000
Corporate Performance and Stakeholders	105 895	160 000	200 000		+25.0%	265 000
Operational Projects	3 296 784	3 318 850	3 681 900		+10.9%	3 947 000
Operational Missions	700 960	650 000	650 000		0.0%	650 000
TOTAL	20 128 994	20 144 000	20 546 000		+2.0%	20 957 000

Table 2 – Revenue

Revenues	2018	2019	2020
	Revenues estimated by the agency	Budget Forecast	Budget Forecast
EU contribution	20 056 297	20 488 990	20 957 000
Other revenue(Recovery from surplus)	87 703	57 010	
Re-used interest			
Total revenues	20 144 000	20 546 000	20 957 000

Revenues	2017 Executed Budget	2018 Revenues estimated by the agency	2019 As requested by the agency	Budget Forecast	VAR (2019 /2018)	Envisaged 2020
1. Revenue from fees and charges						
2. EU contribution	20 144 000	20 144 000	20 546 000		+2.0%	20 957 000
of which Administrative (Title 1 and Title 2)	15 499 709	15 574 150	15 412 177		-1.0%	15 482 475
of which Operational (Title 3)	4 644 380	4 569 850	5 133 823		+12.3%	5 474 525
of which assigned revenues deriving from previous years' surpluses	373 397	87 703	57 010		-35.0%	
3. Third countries contribution (incl. EFTA and candidate countries)						
of which EFTA						
of which candidate countries						
4. Other contributions						
of which delegation agreement, ad hoc grants	89					
5. Administrative operations	89					
6. Revenues from services rendered against payment						
7. Correction of budgetary imbalances						
TOTAL REVENUES	20 144 089	20 144 000	20 546 000	-	+2.0%	20 957 000

Table 3 – Budget outturn and cancellation of appropriations

Budget outturn	2015	2016	2017
Revenue actually received (+)	20 593 142.85	20 200 627.28	20 161 249.30
Payments made (-)	-19 908 790.31	-20 415 006.34	-19 821 618.96
Carry-over of appropriations (-)	-1 249 885.60	- 539 762.94	- 395 807.83
Cancellation of appropriations carried over (+)	53 404.07	83 430.34	42 925.35
Adjustment for carry over of assigned revenue appropriations from previous year (+)	886 582.88	757 423.69	71 125.85
Exchange rate differences (+/-)	- 1 056.40	991.78	- 863.32
Adjustment for negative balance from previous year (-)			
Total	373 397.49	87 703.81	57 010.39

Cancellation of commitment appropriations

At the end of 2017 the ETF had cancelled €12 448.77 commitment appropriations, representing appropriations for Title 1 and 2 which have not been committed.

Cancellation of payment appropriations for the year

In Title 3 (differentiated appropriations), there were €2 001.47 payment appropriations which were not disbursed.

Cancellation of payment appropriations carried over

In 2017 there were €42 925.35 payment appropriations carried forward and cancelled.

ANNEX III – HUMAN RESOURCES

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

Staff population		Actually filled as of 31.12. 2016 (incl. one job offer)	Authorised under EU budget for 2017	Actually filled as of 31.12. 2017	Authorised under EU budget for 2018 (incl. revision approved in November 2017)*	In draft budget for 2019	Envisaged in 2020
Officials	AD						
	AST						
	AST/SC						
TA	AD	58	57	55	56*	56	56
	AST	31	31	30	30*	30	30
	AST/SC						
Total headcounts		89	88	85	86**	86**	86**
CA GF IV		9	9	9	10	12	12
CA GF III		21	24.5	23	25	24	24
CA GF II		10	7	8	6	5	5
CA GFI							
Total CA in FTE		40	40.5	40	41	41	41
SNE		1	1	0	1	1	1
Local Agents		1	1	1	1	1	1
TOTAL		131	130.5	126	129	129	129
External staff for occasional replacements		4.6		4.29		4.5	4.5
External structural providers		2.5	2.5	2.5	2.5	2.5	2.5
External structural providers		2.5	2.5	2.5	2.5	2.5	2.5

The Local Agent is responsible for mass copying, mailing and dissemination of ETF publications

* Decrease by 1 AST further to the end of service of 1 AST staff and increase by 1 AD approved by ETF Governing Board in November 2017

** During 2018, on the basis of article 38.2 of the ETF Financial Regulation, the ETF used the opportunity to “offset the effects of part-time work” by one additional appointment (function group AD). Should all posts be filled in, the number of TA employed would therefore be 86 +1.

Table 2 – Multi-annual staff policy plan year 2017–20

Table 2 – Multi-annual staff policy plan 2017-20

Category and grade	Establishment plan in voted EU Budget 2017		Filled as of 31/12/2017		Modifications in year N-1 in application of flexibility rule 2017		Establishment plan in voted EU Budget 2018 (including modification approved by ETF Governing Board)*		Modifications in year N in application of flexibility rule 2018**		Establishment plan in Draft EU Budget		Envisaged in 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AD 16		0		0				0				0		0
AD 15		0		0				0				0		0
AD 14		1		1				1				1		1
AD 13		3		2				4				5		6
AD 12		12		5				14				15		13
AD 11		9		8				8				9		10
AD 10		5		7				6				6		6
AD 9		13		15				12				12		11
AD 8		13		8				9				7		6
AD 7		1		7				2		1		1		2
AD 6		0		1				0				0		1
AD 5		0		1				0				0		0
Total AD	0	57	0	55	0	0	0	56	0	1**	0	56	0	56
AST 11		2		0				3				3		1
AST 10		4		1				5				6		6
AST 9		10		8				8				8		8
AST 8		6		6				6				7		7
AST 7		4		3				4				4		4
AST 6		4		3				4				2		1
AST 5		1		4				0				0		3
AST 4		0		5				0				0		0
AST 3		0		0				0				0		0
AST 2		0		0				0				0		0
AST 1		0		0				0				0		0
Total AST	0	31	0	30	0	0	0	30	0	0	0	30	0	30
AST/SC1														
AST/SC2														
AST/SC3														
AST/SC4														

Category and grade	Establishment plan in voted EU Budget 2017		Filled as of 31/12/2017		Modifications in year N-1 in application of flexibility rule 2017		Establishment plan in voted EU Budget 2018 (including modification approved by ETF Governing Board)*		Modifications in year N in application of flexibility rule 2018**		Establishment plan in Draft EU Budget		Envisaged in 2020	
	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA	Officials	TA
AST/SC5														
AST/SC6														
Total AST/SC	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	88	0	85	0	0	0	86	0	1**	0	86**	0	86**

* Decrease by 1 AST further to the end of service of 1 AST staff and increase by 1 AD approved by ETF Governing Board in November 2017

** During 2018, on the basis of article 38.2 of the ETF Financial Regulation, the ETF used the opportunity to "offset the effects of part-time work" by one additional appointment (function group AD). Should all posts be filled in, the number of TA employed would therefore be 86 +1.

ANNEX IV - HUMAN RESOURCES POLICIES

Recruitment policy

Officials

There are no posts for Officials in the ETF.

Temporary agents

Main selection principles:

There is no major difference in selection principles for contract or temporary agents. Both are governed by the Staff Regulations and their respective Implementing Rules as adopted by ETF Governing Board. However, while for Temporary Agents (GB/15/DEC/09) have been revised in 2015, those for Contract Agents (GB/06/DEC/03) have not yet been revised. A model decision should be elaborated during 2018-19.

Both selection procedures include the following main steps:

1. setting up of a Selection Assessment Board (SAB) to be approved by the Director;
2. drafting of the vacancy notice and approval by the Director before publication. The vacancy notice includes amongst other things , the eligibility and selection the type and duration of contract and the recruitment grade;
3. publication and dissemination of the vacancy notice;
4. questions for the interview and written tests are prepared by the SAB with the support of HR staff before the names of applicants are disclosed to the SAB;
5. pre-screening of candidates' CVs on the basis of eligibility criteria mentioned in the vacancy notice is performed by HR staff;
6. screening of eligible candidates on the basis of CVs according to selection criteria mentioned in the vacancy notice is performed by the SAB;
7. each time the SAB meets, minutes are drafted and included in the recruitment file;
8. assessment of candidates by the SAB who then proposes a short-list of successful candidates to the Director who decides on the potential job offer and establishment of a reserve list where applicable;
9. all candidates who participated in the selection process are informed in writing on the outcome of the selection procedure.

Type of key functions, typical entry grades:

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

- AST/SC: the ETF does not intend to recruit staff in this category, as such secretarial and clerical activities are mainly carried out by Contract Agents in the ETF.
- AST1-AST3 are generally not recruited any longer as Contract Agents are instead recruited for those related administrative functions
- AST 4 as an ad-hoc decision (as in principle, Contract Agents is a preferred option) for Professionals where specific technical knowledge is required and longer professional experience (posts such as IT officer, budget officer, HR officer, ...)
- AD 5 to AD 9 for Experts (posts such as HCD Specialists), Professionals/ Senior Professionals (posts such as Legal advisor etc.) where specific deep or very deep technical knowledge and expertise are required.

- AD 9 for Middle Managers (Heads of Units) and AD 9 (or above) for Managers at senior level (Heads of Departments, Deputy Director). The exact grade will depend on the complexity of the Unit/Department and the level of expertise required.
- AD 14 for the post the Director of the ETF.

Typical length of contracts of employment:

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

Contract agents

Type of key functions, typical entry Function Groups:

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

Typical length of contracts of employment:

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

Seconded National Experts

Main selection principles:

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

SNEs: type of key functions:

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

SNEs: typical length of secondment:

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

Structural service providers

Key tasks:

- IT consultants/Software developers
- Receptionists

Facilities support

Tender procedure:

Open tender

Duration of the contract

Framework contract signed for 4 years.

Appraisal of performance and reclassification/promotions

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

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

The appraisal procedure

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

Main principles

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

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

The Reporting Officer is the direct superior of the jobholder.

Main steps

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

Reclassification policy

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

STEP 1

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

The HR Unit informs the Director on the budget available.

STEP 2

The Heads of Department consult the Reporting Officers.

STEP 3

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

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

In case of:

- equal merits of staff based on the three factors above and/or
- if the budgetary resources available are exhausted and/or
- if the limitations of the multiplication rates for TAs are exceeded

the Director can consider additional factors for the comparative examination of merits.

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

STEP 4

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

STEP 5

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

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

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

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

STEP 6

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

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

The complaints are also forwarded to the Director.

STEP 7

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

This final list is published on the Intranet.

STEP 8

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

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

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

Table 1 – Reclassification of temporary staff

Category and grade	Staff in activity at 1.01.2016		Staff members reclassified in 2017		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AD 16					
AD 15					
AD 14		1			
AD 13					
AD 12		8		2	3.5
AD 11		9		1	22.7
AD 10		5			
AD 9		12			
AD 8		8		4	3.6
AD 7		12		3	3.2
AD 6		2			
AD 5		1			
Total AD		58		11	7
AST 11					
AST 10		1			
AST 9		7			
AST 8		4		1	2.5
AST 7		5		1	2
AST 6		4			
AST 5		4		1	2
AST 4		3		1	3.5

Category and grade	Staff in activity at 1.01.2016		Staff members reclassified in 2017		Average number of years in grade of reclassified staff members
	Officials	TA	Officials	TA	
AST 3		4		1	2.5
AST 2					
AST 1					
Total AST		31		5	2.5
Total AST/SC					
TOTAL		91	0	16	4.75

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

From	To	N° of reclassifications between 2014-2017	Total Average years
AD13	AD14		
AD12	AD13	2	3.5
AD11	AD12	4	15.2
AD10	AD11	1	4
AD9	AD10	5	5.9
AD8	AD9	7	3.2
AD7	AD8	9	4
AD6	AD7	1	2
AD5	AD6	2	2.7
Total AD		31	5.1
AST10	AST11		
AST8	AST9	4	3.4
AST7	AST8	7	5.6
AST6	AST7	3	3.8
AST5	AST6	3	2.7
AST4	AST5	4	3.3
AST3	AST4	5	4.5
AST2	AST3	1	7
AST1	AST2		
Total AST		27	4.4
GRAND TOTAL		58	4.71

Table 2 – Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2016	How many staff members were reclassified in 2017	Average number of years in grade of reclassified staff members
CA IV	18			
	17			
	16	1		
	15	1		
	14	5	1	2
	13			
CA III	12			
	11		2	2.3
	10	6	3	3.7
	9	9	5	4.1
	8	1		
CA II	7	2		
	6	4		
	5	3		
	4	1	1	3.6
CA I	3			
	2			
	1			
Total		38	12	3.1

Mobility policy

There are two types of mobility:

- Internal mobility
- Mobility between European Union agencies

Internal mobility

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

Internal Mobility can have two different forms:

- Through reassignment of staff members in the interest of the service as par article 7 of the Staff Regulations

- Through internal publication of a post. In that case, the post is published at a range of grades within a function group corresponding to the type of post to be filled. Staff members are invited to send their application for the specific post with a view to its being filled further to a selection procedure.

In addition, to promote staff engagement and enlarge career opportunities, calls for expressions of interest for voluntary mobility were launched and resulted in a number of reassignments.

Mobility between EU agencies

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

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

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

Staff movement between the agencies and the institutions.

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

Year	Staff (TA+CA) recruited FROM other institutions/agencies	Staff (TA+CA) leaving the ETFTO join other institutions/agencies
2007	4	4
2008	5	0
2009	2	1
2010	4	1
2011	2	3
2012	8	5
2013	5	1
2014	1	0
2015	2	1
2016	3	3
2017	4	3
Total	40	22

Gender and geographical balance

Gender balance

The data provided below refers to posts occupied on 31/12/2017 and not FTEs, therefore 126 (85 TAs, 40 CAs, 0 SNE and 1 LA).

Contract (Function Group)	F	M	Total
Temporary Agents (AD)	31	24	55
Temporary Agents (AST)	24	6	30
Local Agents (AL/N2)		1	1
Contract Agents (II)	5	3	8
Contract Agents (III)	21	2	23
Contract Agents (IV)	6	3	9
Seconded National Expert (SNE)			
Grand Total	87	39	126

TA, CA, LA, SNE	F	M	Total
AD associated level	37	27	64
AST associated level	50	12	62
Total	87	39	126

Managerial positions	F	M	Total
Middle Managers	3	1	4
Senior Managers	1	3	4
Total Managers	4	4	8

Geographical balance

The data provided below refers to posts occupied on 31/12/2017 and not FTEs, therefore 126 (85 TAs, 40 CAs, 0 SNE and 1 LA).

Nationality	Total	%
AT	3	2%
BE	7	6%
BG	2	2%
CY	1	1%
CZ	1	1%
DE	6	5%
DK	1	1%
EE	2	2%
ES	6	5%
FI	4	3%
FR	5	4%
GR	2	2%
IE	3	2%
IT	53	42%
LU	1	1%
LV	1	1%
MA	1	1%
MK	1	1%
NL	4	3%
PL	2	2%
PT	2	2%
RO	5	4%
SE	1	1%
TN	1	1%
TR	1	1%
UA	2	2%
UK	8	6%
Grand Total	126	100%

Schooling

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

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

- Altiero Spinelli: international state school covering ISCED 0 to 3. In every grade of school, the teaching of languages is carried out by Italian state teachers and by English, French and German mother tongue advisors. It has to be noted that this school is on the process of reviewing its international profile due to budget constraints.
- International School of Turin: a private international school offering a complete academic programme in English covering ISCED 1 to 3. The school's curriculum is international and leads to the completion of both the American college preparatory diploma and the International Baccalaureate (IB) Diploma.
- Lycée français Jean Giono: French school, covering ISCED 0 to 3 offering curricula in French and Italian as well as in English (since 2009).
- Vittoria International School: an Italian state-recognised private school covering ISCED 0-3 offering nursery, primary, middle level programmes as well as 4-year upper secondary programme in English leading to the Cambridge International Certificate of Education (ICE) and the International Baccalaureate (IB) Diploma.
- Wins World International School of Turin: a private international school offering a complete academic programme in English covering ISCED 0 to 3.

Due to the absence of a European School in Turin and to maintain the ETF's capacity to attract and retain staff, the ETF intends to cover up to 50% of the cost above the ceiling foreseen in the Staff Regulations. This will be considered a social support measure. It implies an estimated increase of Title 1 (social welfare) of € 40,000.

ANNEX V BUILDINGS

	Name, location and type of building	Other comment
Information to be provided per building:	Villa Gualino, Torino, Italy	The ETF will maintain its Brussels Liaison Office until 30.6.2019
Surface area (in square metres)	6,000	24.7
Of which office space	2,175	
Of which non-office space	3,825	
Rent (in EUR)	1	5,000
Type and duration of rental contract	Rent is covered by a Convention for 30 years until 2027 complemented by detailed service contracts	
Host country grant support	NO	
Present value of the building	N/A	

ANNEX VI PRIVILEGES AND IMMUNITIES

Privileges granted to staff		
Agency privileges	Protocol of privileges and immunities / diplomatic status	Education / day care
<p>* Local premises have been provided by local authorities on the basis of a convention that provides for the following main essential points: ETF to participate in the costs of refurbishing the premises to be used, ETF to pay a symbolic rent, ETF to participate in the costs of maintenance of the building</p> <p>* General support is provided by Italy against unauthorised access or other forms of disturbances to the premises.</p> <p>*ETF is authorised to install and operate communications systems.</p> <p>* ETF official communication is not subject to any restrictions or to confidentiality breaches.</p> <p>*The Protocol of privileges and immunities is applicable to ETF.</p> <p>* ETF, its assets and funds may not be subject to administrative or legal measures of constraints.</p> <p>*Premises (including temporary premises) and buildings are inviolable, except in case of emergencies/ fire.</p> <p>* ETF, its assets and funds are exempt from taxes or direct duties, except for taxes on public services.</p> <p>* ETF is exempt from the payment of VAT for purchases of goods or service. The value of the exemption is established in the law applicable to international organizations in Italy.</p> <p>* ETF imports and exports are exempted from customs duties, taxes, prohibitions or restrictions.</p> <p>* Goods transported as hand baggage are treated as diplomatic luggage.</p> <p>* ETF vehicles are exempted from any taxes, duties or fees or from any import prohibitions/ restrictions.</p> <p>* ETF exempted from payment social security and health insurance contributions on salaries paid to staff, except for local agents.</p>	<p>*Staff immune from legal proceedings for acts performed in the exercise of their official duties.</p> <p>* Staff exempted from taxes on salaries and emoluments paid by ETF.</p> <p>* Staff, spouses and dependent members of family not subject to immigration restrictions or registration formalities for foreigners.</p> <p>* For currency exchange staff has the same privileges as officials of equal rank in the diplomatic missions.</p> <p>* Staff, spouses and dependent members of family receive assistance for repatriation in the event of international crises.</p> <p>* Staff who is neither permanently resident in Italy at the time of their appointment, nor Italian, may, duty-free and without prohibitions and restrictions, import from the country of their last residence or the country of which they are nationals, when they first take up their post, for a period of one year from their appointment for a maximum of two shipments, their own furniture and personal effects, including a vehicle bought at the conditions of that country, which will be registered in special series.</p> <p>* Staff may export, in the year following the date of cessation of their duties, without prohibitions and restrictions, their own furniture and personal effects, including vehicles.</p> <p>* The ETF Director, spouse and dependent members of family, is granted privileges and immunities, facilities and concessions granted by the Italy to members of equivalent rank in the diplomatic corps in Italy.</p> <p>* Staff, who is neither permanently resident in Italy at the time of their appointment nor Italian, may, when they first take up their post, for a period of one year from their appointment purchase a motor vehicle free from taxes and charges.</p> <p>* Italy issues a special identity card to staff, spouses and dependent members of family to prove that the holder is ETF staff and enjoys privileges and immunities.</p>	None

ANNEX VII EVALUATION PLAN

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

Evaluations planned for the period 2019 – 2020

2019 – Digital communication and networks

2019 - Qualifications and qualifications systems

2020 - Entrepreneurial learning and enterprise skills

2020 - VET governance

ANNEX VIII ETF RISK REGISTER 2019

Risk no.	(ETF Risk Framework Area) / WP 2019 Objectives	Description of potential risk	Inherent risk	ETF processes supporting mitigation	Mitigating actions	Residual risk
RR WP 2019 01	1. Risks from the external environment which may have an impact on the achievement of ETF annual operational objectives 2019	<p>1.1 Disruption in the external environment limits partner country engagement in ETF activities and leads to failure/delays in achieving related objectives:</p> <p>Cause 1) Changing priorities of individual countries - either due to institutional political changes in the country or differences in the national agenda - resulting in limited ownership of ETF activities; and</p> <p>Cause 2) Changes in EU external policies towards a given country.</p> <p>1.2 Changes in EC political priorities generate increased demand for ETF support to partner countries beyond the ETF capacity. This could put the quality and impact of ETF interventions at risk</p> <p>1.3 Risk of further budget cuts , beyond planning assumptions, and the reduction of staff could put the quality, impact and added value of ETF interventions at risk</p> <p>1.4 The low and negative priorities indicated in the WP 2019 may put at risk ETF long term country knowledge and networks and jeopardise ETF mission.</p>	M	<p>1.1 Corporate Planning</p> <p>OPS Project Management and Country monitoring</p> <p>1.2 Corporate Planning</p> <p>Performance Management System</p> <p>1.3 Corporate Planning</p> <p>1.4 Corporate Planning</p>	<p>1.1 Coordination with European Commission services, the European External Action Service and EU Delegations;</p> <p>Constant follow up and communication with partner countries by ETF managers, country desks and strategic project teams;</p> <p>Identification of priority countries already included in WP2019 with 3 levels of priorities from 1 (high priority) 2 (neutral/business as usual) to 3 (low)</p> <p>Adaptation of project implementation plans. New Country Strategic Perspectives (CSP) are revised annually</p> <p>1.2 ETF with support of the Commission and Governing Board use the Structured Dialogue and Board meetings to improve analysis of Work Programme Implementation</p> <p>1.3 and 1.4 The WP 2019 is based on given budget assumptions (plan for what the ETF has and not more). Planning is already priority based but the issue is “until when do cuts and prioritisation jeopardise ETF mission? ”</p>	M

ANNEX IX PROCUREMENT PLAN 2019

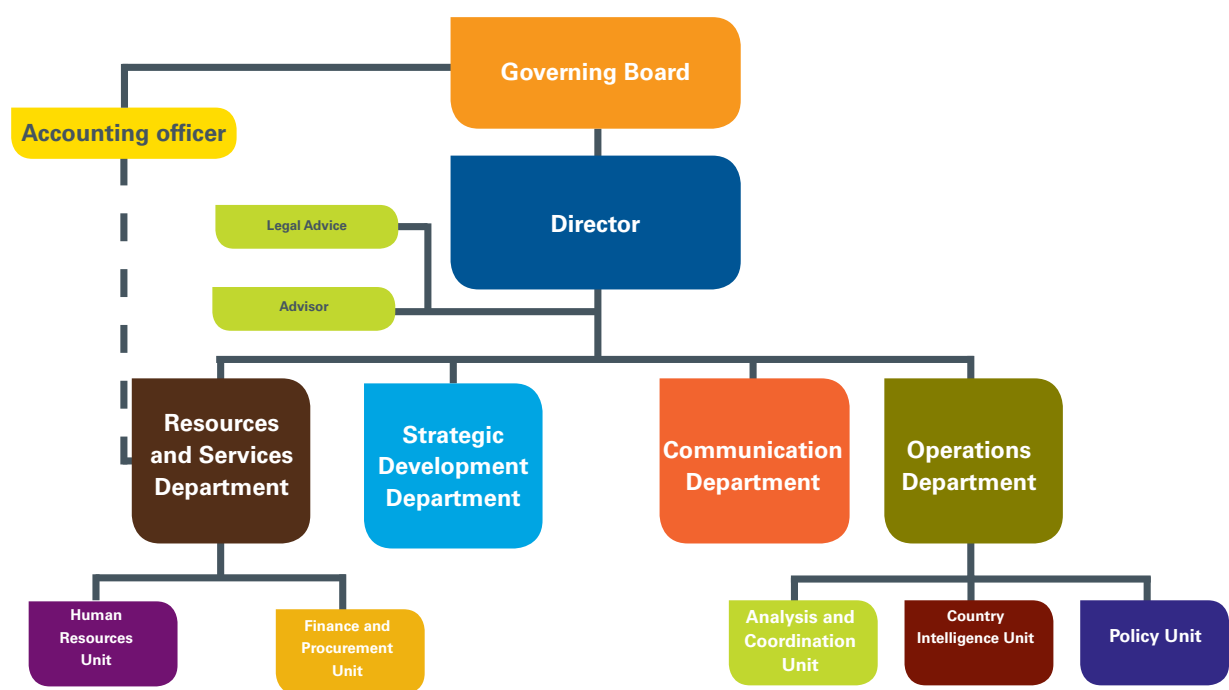
Table 1: Indicative planning of procurement procedures needed for the implementation of the projects.

2018 Indicative planning of procurement procedures needed for the implementation of the project			
Title	Estimated value in € for 4 years	Contract tool	Tentative launch date
Studies on Future of Work in three partner countries (Morocco, Ukraine, Serbia)	110,000 €	Framework	Q1
Services to support ETF project activities in Russia	50,000 €	Framework	Q1
Services to support ETF project activities in Egypt	60,000 €	Framework	Q1
Services to support ETF project activities in Palestine	60,000 €	Framework	Q1
Study on youth at risk of exclusion in EE, SEET and SEMED	165,000 €	Framework	Q2
Services to support ETF project activities in Former Yugoslav Republic of Macedonia	150,000 €	Framework	Q2
Services to support ETF projects activities in Montenegro	150,000 €	Framework	Q2
Creative design services	1,000,000 €	Framework	Q2
Writing services	750,000 €	Framework	Q2
Services to support ETF projects activities in Moldova	200,000 €	Framework	Q3
Services to support ETF project activities in Lebanon	100,000 €	Framework	Q3
IT system to support collection of data for Country Intelligence Unit	100,000 €	Framework	Q4
Rental of digital printer for booklets	300,000 €	Framework	Q4
Video production services	1,000,000 €	Framework	Q4
Services to support ETF project activities in Morocco	150,000 €	Framework	Q4

Table 2: Contracts in force

Activities to be procured under contracts in force		
Title	Estimated value in € (2019)	Contract tool
Provision of expertise to support ETF initiatives for human capital development	1,000,000 €	Framework
Services to support ETF project activities in partner countries	800,000 €	Framework
Studies on Future of Work in three partner countries (Morocco, Ukraine, Serbia)	110,000 €	Framework
Provision of photographic services	15,000 €	Framework
Provision of creative design services	250,000 €	Framework
Provision of writing services	250,000 €	Framework
Provision of video production services	250,000 €	Framework
Provision of digital communication services	400,000 €	Framework
Provision of professional conference organisation services	1,500,000 €	Framework
Provision of branded promotional material	30,000 €	Framework
Provision of strategic communication services	30,000 €	Framework
Provision of layout, electronic publishing and printing services	75,000 €	Framework
Provision of technical editing services	50,000 €	Framework
Rental of digital printer for booklets	45,000 €	Framework
Audits and controls	No expenditure foreseen	Framework
Evaluation services	200,000 €	Framework

ANNEX X ORGANISATION CHART



Situation as of 31 December 2017

NB: The data provided below refers to posts occupied on 31/12/2017 and not FTEs, therefore 126 (85 TAs, 40 CAs, 0 SNE and 1 LA).

Organisational structure	CA	SNE	LA	TA	Total	Vacant posit.	GRAND TOTAL
ETF Operations							
OPS Core (Sr Manager, coordination and sup. staff)	2			4	6		6
Systems Policy/Country Analysis Unit	9			27	36		36
Thematic Policy Unit	6			23	29	1	30
Sub-Total Operations Department	17	0	0	54	71	1	72
Administration Department							0
AD Core (Sr Manager, Facilities, ICT and sup. staff)	4			6	10		10
Accounting	0			2	2		2
Finance & Procurement Unit	8			4	12		12
Human Resources Unit	3			5	8		8
Sub-Total Administration	15	0	0	17	32	0	32
ETF Directorate	1			2	3	1	4
Legal Advice				1	1		1
Strategic Advisor					0		0
Sub-Total ETF Directorate	1	0	0	3	4	1	5
COMM (Communication Department)	5	0	1	6	12	0	12
CPD (Corporate Performance Department)	2	0	0	5	7	1	8
Grand Total	40	0	1	85	126	3	129
Vacant positions	1	1		1	3		
Total including vacant positions	41	1	1	86	129		

ANNEX XI ETF KEY PERFORMANCE INDICATORS 2017-20

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

Categorisation	No	KPIs			Target
Operational indicators	1	Activities completion rate	★	Rate (%) of completion of the activities of the ETF Work Programme: No. of activities of the ETF Work Programme completed/ No. of activities of the ETF Work Programme planned	90%
	2	Timely achievement of activities of the ETF Work Programme	★	Rate (%) of activities of the ETF Work Programme timely achieved: No. of activities of the ETF Work Programme achieved on time/ No. of activities of the ETF Work Programme achieved	80%
	3	Timely submission of Annual WP/SPD to the EC	★	The Annual WP/SPD timely submitted to the EC	100%
	4	Administrative support and coordination / operational staff ratio	★	(Administrative support and coordination job type category)/(Operational job type category and neutral job type category)	<30%
	5	Level of satisfaction of EC requests		Rate (%) of positive feedback from EC requests implemented in Year N	80%
	6	Country policy development progress		Rate (%) of countries successfully progressed within stage or next stage of policy development: No. of countries successfully progressed within stage or next stage of policy development/ Total no. of partner countries expected to progress within stages or next stages of policy development	70%
	7	Stakeholder engagement		% of Key country stakeholders that have participated in ETF activities / N. of Stakeholder Types	90%
	8	Dissemination reach		Weighted sum of: no. of people reached through digital media, downloads and events in Year N: (No. of people reached through digital media*weight digital media + No. of downloads*weight downloads + No. of events*weight events)	base-line 2016

Categorisation	KPIs				Target
	No				
Human resource and finance indicators	9	Average vacancy rate	★	% of authorized posts of the annual establishment plan which are vacant at the end of the year, including job offers sent before 31st December	< 5%
	10	Staff engagement	★	Rate (%) of staff engagement from staff survey within the agency.	>2% increase
	11	Commitment Appropriation Implementation	★	Rate (%) of implementation of Commitment Appropriations	98%
	12	Payment Appropriations cancellation rate	★	Rate (%) of cancellation of Payment Appropriations	<5%
	13	Timely Payments	★	Rate (%) of payments executed within the legal/contractual deadlines	>90%
	14	Rate of outturn	★	Total payments in year N and carry-forwards to Year N+1, as a % of the total EU funding received in Year N	96%
	15	Audit recommendation implementation	★	Rate (%) of external and accepted internal audit recommendations implemented within agreed deadlines	90%

ANNEX XII THE ETF INTERVENTION LOGIC 2017-20

General objective 2017-20

To contribute, in the context of EU external relations policies, to improving HCD in partner countries

Specific objectives 2017-20: To support the:

Modernization of VET systems

Partner country intelligence and capacities at all stages of the VET policy cycle

The external dimension of EU policies in human capital development

Project outcomes

Support to EU assistance in the context of EU external policies

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

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

Governance system and policy making

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

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

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

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

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

VET provision and quality assurance

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

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

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

Qualifications and qualifications systems

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

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

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

Entrepreneurial learning and enterprise skills

Progress achieved in partner country implementation of SBA human capital recommendations

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

Labour market information systems and skills for employability

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

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

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

Intermediate impact

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

VET policy features work-based learning

Qualifications defined by learning outcomes placed in NQF

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

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

Long-term impact

Attractiveness - participation rates in VET

Efficiency - VET graduation rates

Effectiveness - VET employment rates of VET graduates

ANNEX XIII ACTIVITIES, OUTCOMES AND INDICATORS 2019

Support to EU assistance in the context of EU external policies

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. The relevance of EU interventions in the partner countries on human capital development is enhanced with the ETF's support to programming and project design 2. The efficiency and effectiveness of EU interventions in the partner countries on human capital development are enhanced with the ETF's support to implementation, monitoring and evaluation 3. EU policy dialogue on HCD issues is enhanced in partner countries through ETF policy and thematic contributions 	<p>80% of the EU services supported for policy dialogue, programming/project design, monitoring and evaluation and implementation assess the ETF contribution positively</p> <p>The ETF is requested to support implementation, monitoring or evaluation in 50% of its partner countries</p>
<p>HIGHLIGHTS</p> <p>Bilateral project cycle support:</p> <p>Technical inputs for programming of different EU aid modalities (Budget Support/ Sector Reform Contracts, Twinning and Taie actions, Technical Assistance programmes and others according to the EU Requests 2019 agreed with the EC services).</p> <p>Monitoring and Evaluation of EU programmes including the indicators for disbursement on Budget support, according to the EU Requests 2019 agreed with the EC services.</p> <p>Analysis of the performance indicators and targets used in current budget support/sector reform contracts, assessment of the credibility of governance and financing dimensions of skills development strategies.</p> <p>Bilateral policy dialogue:</p> <p>Inputs to policy dialogue on request by DG EMPL, NEAR, HOME.</p> <p>Inputs to subcommittee meetings.</p> <p>Regional project cycle support and Regional policy dialogue:</p> <p>Inputs to regional policy dialogue on request by DG EMPL, NEAR, HOME (please note that resources are under the respective thematic domains).</p>	
<p>Resources 2019</p> <p>Title III Budget: 155,000 €</p> <p>Mission Budget: 52,120 €</p>	

Policy analysis and system wide progress monitoring

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. Increased availability of indicators and information across partner countries 2. The TRP VET policy assessment framework is developed and the implementation process revised to increase the policy uptake by partner countries 	<p>Quantitative indicators (KIESE and National VET and LM indicators) increase by at least 50%</p> <p>Participation of stakeholders is increased by at least by 10%</p> <p>TRP is used in at least half of participating partner countries for national and/or EU policy dialogue</p>
<p>HIGHLIGHTS*</p> <ol style="list-style-type: none"> 1. Implementation of Torino Process 5th Round (will continue in 2020) <ul style="list-style-type: none"> • Completion of implementation in SEET including regional policy dialogue as part of PET in q2 2019. • Completion of national processes in EaP and RF; regional analysis and policy dialogue expected in 2020 as part of EaP platform work programme • Start of national processes in Central Asia and Semed in 2019. Completion of national policy discussion, regional analysis and policy dialogue expected in 2020 <p>Stakeholder cooperation</p> <ol style="list-style-type: none"> 2. Support to Candidate Countries for the monitoring and evaluation of Riga MTDs and production of report (with CEDEFOP) 3. Collection of KIESE indicators for ALL countries and NIVET indicators in 13 countries <ul style="list-style-type: none"> • Cooperation with Eurofound to share info on practice to enhance quality of methodologies. • Cooperation with CEDEFOP in monitoring of Riga MTDs • Cooperation with Eurostat in SEMED, SEET and EaP. 	
<p>Resources 2019</p> <p>Title III Budget: 930,000 €</p> <p>Mission Budget: 70,496 €</p>	

* Please see EU requests 2019 ETF-GB-18-022

VET governance

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. VET governance analyses inform policy options for good and multilevel governance including financing in selected partner countries. 2. Social partners and other civil society organisations have stronger capacity to take an active role in VET governance at national and/or territorial level in selected partner countries 3. VET decentralisation policy development and implementation is based on governance analyses, and skills development is embedded in territorial strategies in selected regions/countries 	<p>80% of the EU services supported for policy dialogue, programming/project design, monitoring and evaluation and implementation assess the ETF contribution positively</p> <p>The ETF is requested to support implementation, monitoring or evaluation in 50% of its partner countries</p>
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Governance and financing diagnosis • Study on public private partnership • Continued support to decentralization/regionalization and social partnership development in (MD, TN, UA) • Cooperation with OECD, COR, ARLEM and CORLEAP, EESC, EuroMed, and with Eurofound on social partnership. • Partnership for dissemination and knowledge sharing with EGPA/IIAS, ITC-ILO, Anna Lindh Foundation, ERISSE 	
<p>Resources 2019</p> <p>Title III Budget: 250,000 €</p> <p>Mission Budget: 42,097 €</p>	

VET provision and quality assurance

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. Work-based learning enhanced in different forms, with special attention to apprenticeships and internships/ traineeships, by involving social partners, companies, chambers and VET providers 2. Systematic approaches to, and opportunities for continuous professional development of VET teachers, trainers and mentors identified 3. Further development and implementation of quality assurance mechanisms in VET in line with the EQAVET recommendation 	<p>All 5 candidate countries implement MTD WBL policy options and participate in EAfA</p> <p>A majority of EaP countries participate in the WBL Annual Forum / Modular Training</p> <p>At least three participating countries in the ETF survey identify measures to improve CPD or the conditions of VET teachers in general</p> <p>At least 16 partner countries participate in the Transnational Forum on QA in VET and at least five partner countries identify systemic QA measures / or focus on the systematic monitoring of QA improvement</p>
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • WBL, Teacher training and CPD, Digital and Online learning, quality assurance of VET systems • WBL regional support in EE and SEET • Publication of results of teachers training survey • Digital strategies in SEET • Cooperation with the IAG on VET and WBL and UNESCO, joint study on WBL in Arab countries • Cooperation with ITC-ILO, in the Western Balkans with KKA, SDC, GIZ, ERISSE <p>New areas : career guidance, centres of excellence, renewed focus on digital and online learning and digital competences, transversal competences</p>	
<p>Resources 2019</p> <p>Title III Budget: 751,000 €</p> <p>Mission Budget: 78,264 €</p>	

Qualifications and qualifications systems

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. NQFs and VNFIL systems developed or implemented in selected partner countries. 2. Countries orient qualification system to EU systems and tools. <p>Cross-country</p>	<p>Partner countries apply ETF-developed policy recommendations, tools and methodologies in qualifications systems,</p> <p>SEET countries reference NQFs to EQF or progress towards; in SEMED and EE, NQF to EQF relationship is advanced; VNFIL and recognition systems progressed.</p>
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Global NQF inventory coproduction ETF, Cedefop, UNESCO • New toolkit : new study “Qualifications and Skills, Benefits to people ” • Policy Advice and capacity Building in AL, BA, MK, RS, XK, TR, AZ, BY, MD, UA, GE, ME. • Input to EQF advisory group, recognition and transparency of qualifications • Conference in November 2019 • Continuous support to country level policy advice and capacity building • Cooperation with Cedefop on World Reference Levels initiative UNESCO led, publication of the biennial co-production the Global NQF Inventory. 	
<p>Resources 2019</p> <p>Title III Budget: 594,000 €</p> <p>Mission Budget: 53,457€</p>	

Employment skills and employment, skills and employability, including skills and migration

Activities–Outputs 2019	Indicators
<ol style="list-style-type: none"> 1. Further development and implementation of labour market and skills intelligence tools and mechanisms 2. Further development and implementation of comprehensive policies and mechanisms to facilitate transitions to work 3. Increased information and awareness of partner countries about Mobility Partnerships with the EU to develop and implement migrant support measures 	<p>At least half of the countries receiving ETF support uses labour market and skills intelligence tools to inform VET and skills development policies</p> <p>At least 50% of countries covered by ETF activities use the information provided to establish mechanisms to support transitions to work</p> <p>In at least four of the partner countries with Mobility Partnership agreements, skills-related measures are developed to support migrant integration into the labour market</p>
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Identification of present and future skills needs: flagship publication on “Skills for the Future”: Cooperation with ITC-ILO and Cedefop • Transition to work, study focused on NEETs groups and young women. • Skills and Migration: support to policy dialogue of the EU with partner countries within the Mobility Partnerships with focus on Labour Market needs, and update of MISMEs inventories. • Cooperation with ITC-ILO, EBRD, ILO, OECD, Cedefop and Eurofound and IAG on TVET. 	
<p>Resources 2019</p> <p>Title III Budget: 483,000 €</p> <p>Mission Budget: 53,123 €</p>	

Entrepreneurial Learning and Enterprise Skills

Activities–Outputs 2019	Indicators
1. Progress achieved in partner countries implementing SBA human capital recommendations	Improvement in SBA performance on the human capital dimensions in at least 10 partner countries
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • SBA for 6 EaP countries and results 2018 of SBAs from SEMED and SEET to be disseminated. • Building networks of ENTRECOMP practitioners • SMART Specialization tool skills-centred –building on the joint work with JRC, produced and disseminated • Digital key competence: country actions in BA, GE, MD TN, UA • Support to GROW and EMPL on EntreComp and women's entrepreneurship development 	
<p>Resources 2019</p> <p>Title III Budget: 367,000 €</p> <p>Mission Budget: 37,754 €</p>	

ANNEX XIV COLLABORATION WITH OTHER EU AGENCIES

ETF - Cedefop Action plan collaboration in 2019

Core Themes	Specific themes for 2019	Exchange of information and good practice	Joint actions	Knowledge sharing seminars
Vocational education and training system development and provision	VET policy reporting	Exchange of information and experience on EU and third country policy and operational issues	Cooperation and coordination on the launching of the 2019 Riga Questionnaire.	Thessaloniki KSS (ETF – Cedefop)
	Riga and post 2020		Joint presentations of Riga outcomes in ACVT-DGVT platforms Joint drafting of Riga final report Regular exchange of expertise and input on “Future of VET” related items like the Platforms of Centers of Vocational excellence	Torino KSS seminar (ETF-Cedefop)
	Work-based learning		Mutual contributions to thematic workshops and other events	
	Qualifications development Qualifications and European Qualification Framework Advisory Group		Cooperation in mapping NQF developments in candidate and potential candidate countries Production, with Cedefop and UNESCO, of Global NQF Inventory, fourth edition Collaboration with Cedefop, UNESCO and other international organizations in development of World Reference Levels Coordinate with Cedefop in completion of European Inventory on validation (ETF covers 4 partner countries) Knowledge-sharing at biannual seminars at Torino and Thessaloniki (see column on right),	

Core Themes	Specific themes for 2019	Exchange of information and good practice	Joint actions	Knowledge sharing seminars
	Skills matching and anticipation and identification of skills needs		<p>Contribution to Cedefop seminars on VNFIL, and qualifications and learning outcomes as they request</p> <p>Contributions of data and materials on ETF partner countries to the Cedefop study on comparing national VET qualifications.</p> <p>Knowledge sharing on “digital economy” (also with Eurofound)</p>	
Strategic issues	Participation in the Governing Board meetings	<p>Cedefop GB: September or October 2019</p> <p>ETF GB: June 2019 and November 2019</p>	n/a	

ETF - Eurofound Action Plan for 2019

Annex to the Collaboration Agreement

between the European Foundation for the Improvement of Living and Working Conditions, Dublin (Eurofound) and the European Training Foundation, Turin (ETF)

ACTION PLAN FROM JANUARY TO DECEMBER 2019

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

Activities–Outputs 2019	Indicators
Participation in activities and exchange of information	<p>Social partnership</p> <p>Cooperation will focus on exchange of information and knowledge, with a special focus on EU level social dialogue, in particular:</p> <ul style="list-style-type: none"> ■ Eurofound's participation on the advisory board of the ETF study on PPP involves peer reviewing of draft report, a dissemination event, and possible input to final publication (to be decided) ■ Knowledge sharing on social dialogue (with regard to the content of EU social pillar) and on technical aspects of social partnership in VET, notably actors' capacities in EU and Partner Countries <p>Contact person ETF: Siria Taurelli</p> <p>Contact person EF: Christian Welz</p> <p>Digital economy</p> <p>A knowledge sharing seminar will be organised on "digital economy" (also with the participation of Cedefop)</p> <p>Contact person ETF: Anastasia Fetsi</p> <p>Contact person EF: Irene Mandl</p>
Development of Programmemeing Document	<p>Exchange of draft work Programmemes before their approval by the respective Administrative Boards. Both agencies will refer to each other's work and cooperation where appropriate.</p> <p>Contact person ETF: Manuela Prina / Francesca Gandini</p> <p>Contact person EF : Stavroula Demetriades / Sylvaine Recorbet</p>
Organisation of the annual consultation	<p>Organisation of an annual meeting (possibly teleconference) to discuss and assess progress on the above and other relevant issues.</p> <p>Contact person ETF: Manuela Prina / Francesca Gandini</p> <p>Contact person EF : Stavroula Demetriades</p>

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

On behalf of Eurofound, Stavroula Demetriades has been nominated as the contact person for the Action Plan and Manuela Prina will be ETF's contact person.

www.etf.europa.eu
www.twitter.com/etfeuropa
www.youtube.com/etfeuropa
www.facebook.com/etfeuropa

