Transforming migration from a challenge to an opportunity is a priority for the EU and the work of the ETF. Managed legal migration will help maintain Europe's competitiveness by addressing acute skills shortages and demographic shifts. At the same time it can provide employment opportunities for partner country citizens (brain circulation).

Most ETF partner countries are emigration countries. The ETF works with them to better manage mutually beneficial migration. It supports the EU in its migration dialogue and Mobility Partnerships with neighbourhood countries. The ETF’s work highlights how migrants’ skills are under-utilised throughout the circular migration process, and the need for policy measures to better support skills matching.

In 2015, the ETF inventory on migrant support measures from an employment and skills perspective (MISMES)* was published. Using an evidence-based approach, the ETF delivered recommendations to support the skills development and employment of migrants before leaving, during migration and upon return.

Integrating migration issues into national skills development and employment policies is the priority. Furthermore the ETF strongly advocates linking migration management to international development cooperation. This will result in more investment and cooperation in education and training and more support for job creation and entrepreneurship.

Looking ahead, the skills dimension of migration will continue to be a priority area for the ETF and a lot of effort and resources will be put into this topic in 2016. Promoting an evidence-based approach to managed migration and policy-making, and empowering local authorities and social partners to engage is key.

**SKILLS MATCHING**

Assessing, anticipating and responding to changing skills needs is a challenge, often tied to a lack of data and insufficient resources. Short-term projects result in frequent gaps in methodology and inconsistent results and make it difficult for partner countries to build expertise.

The ETF developed recommendations to help partner countries to increase their capacity in skills matching. These include various methodologies to improve the regularity, reliability and representativeness of data collection and evaluation alongside a structured approach to skills anticipation and matching. Working in partnership at central, regional and local levels, will boost the management of resources and lead to faster feedback and response times on identified mismatches.

By way of an example, the ETF’s Make it Match* project (part of the Eastern Partnership Platform II Work Programme 2014-17), puts these recommendations into practice. Through the project, the ETF has supported the establishment of a labour market observatory in the Republic of Moldova, the development of a labour market information system in Belarus, and the development of a skills forecasting methodology in Ukraine.
**ETF HIGHLIGHTS 2015**

**MOROCCO**

**STRENGTHENING VET GOVERNANCE**

Regionalisation is a high priority for Morocco, but nevertheless, VET governance remains highly centralised. This means that local employment needs are not taken fully into consideration when developing curricula at vocational schools and colleges.

In the Tanger-Tetouan region, the ETF helped regional government, unions, educators and employers to work together to develop more effective matching between training and employment at the local level.

Through the project, stakeholders worked together to analyse the supply of training and the demand for jobs and skills in the automotive and logistics sectors, leading to recommendations for action. The result was a pioneering statistical portrait of the region, focusing on these two sectors. The recommendations include options for creating new qualifications and curricula in line with identified skill gaps, and reinforcing soft skills in existing programmes.

The national labour market observatory expressed an interest in further developing regional mechanisms for labour market and skills monitoring and it is for this reason that the ETF is continuing its support to the country in this area.

The findings have been shared with other countries in the region, in particular through the Governance and Employability in the Mediterranean (GEMM) project, funded by the EU and implemented by the ETF.

**TURKEY**

**TACKLING YOUTH UNEMPLOYMENT AND INACTIVITY**

Turkey has been working to improve school-to-work transition, focusing on young people not in education, employment or training, known as NEETs. Evidence generated by the ETF shows that Turkey registered a 28.4% NEET rate in 2014 (15-29 age group) and that women are three times more likely to be NEET than men.

The ETF worked with the ministries of labour, education and youth and the European Commission services to bring together a wide range of stakeholders and identify ways to improve school-to-work transition.

Using the EU Youth Guarantee initiative as a starting point, future priority actions concern three areas. First, there is a need to continue to collect evidence on NEETs, especially those from disadvantaged groups. Second, more tailor-made policies are required for the most exposed groups. Improving certain policy instruments such as vocational guidance is also necessary. Finally, monitoring must be enhanced, building on the principles of active involvement, stakeholder ownership, transparency and the implementation of corrective action.

The ETF will work with the EU Delegation to provide support to Georgia to implement the action plan.

**Entrepreneurial communities**

In its work, the ETF’s focus is an entrepreneurial continuum that includes entrepreneurial policies, institutions, communities and individuals. Since 2011, the ETF has embraced and supported the EU principles that underpin good governance: openness, transparency, participation, accountability, effectiveness and coherence. Mermisi Vocational College was chosen as an example of good practice in this area and is one of the ETF’s 2015 Entrepreneurial Communities. The college aims to guarantee equal opportunities for all students by making inclusive and work-based learning an integral part of VET.

Working in partnership with local businesses and local government, the college is spearheading a policy of inclusive education. Of its 700 students, 52 are part of the inclusive education programme, a 350% increase from 2013. Tracer studies indicate that 74% of the graduates have successfully integrated into the labour force, with some specialisations reaching as high as 95% integration. This is very much down to the college’s extensive contacts with local employers and the support from the local authorities. Based on this success, the Georgian government has developed a national policy on inclusive education.

**GEORGIA**

**STRIVING FOR EXCELLENCE IN VET**

A 400% increase in VET enrolment courses by 2020 is the Georgian government’s target to help reduce unemployment to below 12%. Achieving such an ambitious goal, which translates into improving the relevance of VET provision, will mean enhancing the role of social partners and raising the quality of teaching and facilities.

To support VET governance, the ETF is providing methodological guidance and expert input into the review of institutional arrangements for VET policy implementation and monitoring. The review identified specific actions for development, such as redefining the role of social partners in policy dialogue and policy implementation. It also recommends strengthening the monitoring and quality assurance function by improving evidence-based policymaking.
The ETF will continue to support Turkey on these issues through its involvement in an inter institutional working group to be established by the Ministry of Labour and Social Security.

Work-based learning
The ETF will also support Turkey (as well as the other candidate countries) to monitor the implementation of the five VET medium-term deliverables of which work-based learning is one. Apprenticeships are being promoted in the country as a way to develop and empower young people and help them gain skills and competencies through exposure to real work environments.

In June 2015, Turkey signed up to the European Alliance for Apprenticeships (EAfA), signalling its commitment to create more and better apprenticeships. The ETF supports the effective participation of the candidate countries in the EAfA, including the identification of gaps in policy and legislation and ways to engage the private sector in initiating work-based learning. The ETF is also responsible for the implementation and monitoring of all five medium-term deliverables in all the candidate countries.

Fifteen communities of practice made up of vocational school directors and employers have been established to look at new ways to use practice and evidence to feed into the formulation of policy recommendations. Through these communities, a survey of more than 1,000 VET professionals in Kazakhstan, Kyrgyzstan and Tajikistan was carried out. It identified the lack of legislative frameworks, financial resources and experience in engaging in cooperation as barriers to the efficiency and effectiveness of continuing professional development in these countries.

Based on the findings, the communities of practice will improve the professionalisation of vocational school directors, teachers and trainers, which is crucial in making VET provision more successful.

Good practice in school development
Sharing good practice fosters cooperation and knowledge sharing between the communities working at a local, national and regional level to improve VET outcomes. To facilitate the exchange of good practice, the ETF has identified five examples of good practice from each participating country. These examples demonstrate how local VET schools are working with local stakeholders to provide better vocational education and training.

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**CENTRAL ASIA SCHOOL DEVELOPMENT**

VET performance is closely linked to the quality of management and teaching staff, their initial training, and continuing professional development. In Central Asia, the status of teachers is low and vocational teachers and trainers receive limited relevant pre or in-service training.

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**KEY PERFORMANCE INDICATORS: 2015**

<table>
<thead>
<tr>
<th>Activity completion rate (Rate (%) of completion of the activities of the ETF Work Programme: No of activities of the completed vs. planned)</th>
<th>95.77 97.00</th>
<th>Submission of work programme/single programming document to the European Commission on time (%)</th>
<th>100 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average vacancy rate (% of establishment plan posts filled by 31/12)</td>
<td>98 98</td>
<td>Implementation of commitment appropriations</td>
<td>99.89 99.90</td>
</tr>
<tr>
<td>Timely payments (% of payments executed with the legal/contractual deadlines)</td>
<td>85 79</td>
<td>Cancellation of payment appropriations</td>
<td>1.85 0.93</td>
</tr>
<tr>
<td>Implementation of audit recommendations % of internal audit recommendations implemented by the agreed deadline</td>
<td>95 92</td>
<td>Rate of outturn (Payments in year N and carry-forwards to year N+1 as % of total funding in year N)</td>
<td>98.51 99.47</td>
</tr>
</tbody>
</table>

*2014 figures in italics*
The ETF will continue, through its Torino Process, to build capacity in its partner countries, to monitor progress in the implementation of vocational education and training and to bring fresh policy measures to increase employment and growth.

LOOKING AHEAD: 2016

SEVEN STRATEGIC PROJECTS FOR 2016

The ETF will continue, through its Torino Process, to build capacity in its partner countries, to monitor progress in the implementation of vocational education and training and to bring fresh policy measures to increase employment and growth.

GOOD PRACTICE IN ENTREPRENEURIAL LEARNING
Turin, March 2016
Sharing good practice is a way of reducing costs and bringing innovation to education and training. Good practice can also be used to effectively inform policy making, by demonstrating what works, what does not and at what cost. The ETF actively seeks out and shares good practice in training for young entrepreneurs, women entrepreneurs and the growth and internationalisation of small businesses. The policy forum on 15 March will bring together policy makers and training providers to identify ways that entrepreneurial learning good practices can influence policy to support a more business-friendly environment for start-up and growth companies.

LOCAL SKILLS MATTER
Brussels, March 2016
In March 2016, the ETF will bring together entrepreneurial community stakeholders and policy makers to inspire and show other communities how to build partnerships that create better jobs and a stronger economy.

ORGANISING QUALIFICATIONS SYSTEMS FOR BETTER QUALIFICATIONS
Brussels, November 2016
ETF partner countries use national qualification frameworks to bring transparency and quality to their qualifications systems. Governments have to adapt legislation and the institutional arrangements to guarantee that the process will have sufficient engagement and capacity of stakeholders. The ETF gives technical advice and guidance to 22 partner countries in national or regional actions. On 8-9 November the ETF will bring together representatives from EU Member States and partner countries to examine how stakeholder dialogue, legal frameworks and regulation, institutions and quality assurance can play a role in building better qualification systems for better qualifications, which in turn equally supports the better management of legal circular migration.

A SELECTION OF EVENTS