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THE ETF IN 2016



EUROPEAN TRAINING FOUNDATION

The European Training Foundation (ETF) is a specialised EU agency tasked with helping partner countries harness the potential of their human capital. The ETF offers advice, support and expertise to make vocational education and training a powerful force for social cohesion, economic resilience, sustainable development and lifelong learning – ultimately contributing to the stability, competitiveness and prosperity of the countries surrounding the EU as well as the EU's role as a global actor.

The ETF works in the following countries:

Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Egypt, the former Yugoslav Republic of Macedonia, Georgia, Israel, Jordan, Kazakhstan, Kosovo*, Kyrgyzstan, Lebanon, Libya, Republic of Moldova, Montenegro, Morocco, Palestine**, Russia, Serbia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine and Uzbekistan.

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

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

FOREWORD

I am delighted to present this short overview of the ETF's 2016 Work Programme. Through our activities, we contribute to reinforcing the EU's role as a global actor. We actively draw on EU internal human capital development policies in our support to economic and social development in the partner countries. We disseminate and adapt EU internal policy approaches, tools and instruments to meet the different contexts of the partner countries according to the geopolitical priorities set by EU external relations policies. In all of this we are inspired by European Commission President Juncker's political guidelines.

The EU external relations policies emphasise the need to increase opportunities in vocational education and training (VET). Developing skills and supporting lifelong learning are central to the ETF's work to help partner countries improve the employability and employment prospects of their citizens. By supporting partnerships, participatory dialogue and policy ownership, the ETF helps countries to implement lasting reforms that deliver enduring societal benefits and contribute to stability and prosperity. In 2016, we will continue with seven strategic projects aimed at helping countries to:

- Reinforce their capacity for human capital development through evidence-based policy analysis;
- Increase the efficiency of VET, both internally and externally.

I am convinced that in 2016 we will continue to add value to and enhance the impact of EU's external outreach as well as helping partner countries to implement policies.

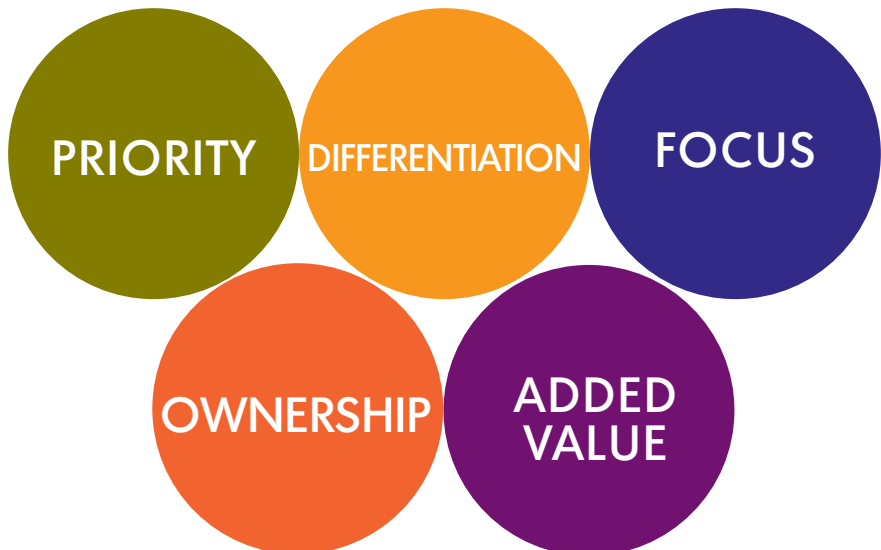
Madlen Serban
ETF Director



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INTERVENTION PRINCIPLES

Our activities take into account the readiness and willingness of each partner country to engage in human capital development reform and aim for impact and added value over the medium term. In this time we aim to help countries to develop more effective, **evidence-based policies, modernise VET provision, and tailor VET provision to the needs of local, regional and EU labour markets.** Indicators measure the achievement of operational outcomes and the progress of reform in each partner country.



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STRATEGIC PROJECTS

Our activities are delivered through seven strategic projects, in line with **EU priorities** and **partner country needs** and inspired by **EU human capital development policies**. Projects reflect the priorities identified in the new **European Neighbourhood Policy**, notably supporting reforms that lead to better business environments and support SMEs. Employment and employability, particularly for youth are also priorities, with a strong focus on jobs, skills and vocational education and training. Our work also takes into consideration the EU enlargement policy and Development Cooperation Instrument.



SYSTEM-DEEP AND SYSTEM-WIDE STRATEGIC PROJECTS

Policy analysis and system-wide progress monitoring
(Torino Process)

Skills and VET governance

Employment,
skills and
mobility
(including
skills and
migration)

Qualifications
and
qualifications
systems

VET provision
and quality

Entrepreneurial
learning and
enterprise
skills

Support to EU policy and external assistance

STRATEGIC PROJECT 1: Support to assistance in the context of EU external policies

Human capital development projects are one of the key ways that the EU assists neighbouring countries, and we provide, on request, **expert support** to EU institutions, including EU Delegations, for the different phases of the EU external assistance project cycle (**design, monitoring and evaluation**).

In 2016, more requests for support are expected to be for **monitoring and review** of programmes, rather than design.

We will also continue to contribute to **bilateral policy dialogue** in all regions through analytical reports, expert advice and support to progress reporting.

Expected results

- ETF support to programming and project design leads to **more relevant** EU interventions.
- ETF support to implementation, monitoring and evaluation leads to more **efficient and effective** EU interventions.

STRATEGIC PROJECT 2: Policy analysis and system-wide progress monitoring (Torino Process)

We help partner countries develop **clear strategies and evidence-based VET policies**. Through the Torino Process, we support countries to develop a common understanding of their vision, priorities and strategy for VET development; and produce reliable data on the progress of reforms to make them more **accountable, efficient and transparent**.

We will also support countries in developing their capacity to make policy based on evidence and **involving stakeholders** in the analysis and monitoring process.

In 2016, our focus is to ensure the successful delivery of the **fourth round of the Torino Process**.

We will also focus on supporting candidate countries in the implementation and monitoring of the medium-term deliverables for VET, also known as the **Riga Conclusions**.

Expected results

- Successful completion of the Torino Process leads to more **holistic and participatory policy reform** processes.
- Partner countries develop increased capacity for using **evidence-based information** for policy making.
- **Ex-ante impact assessments** support candidate countries in the implementation and monitoring of medium-term deliverables.

STRATEGIC PROJECT 3: Skills and VET governance

VET involves many different institutions from the public, private, NGO and not-for-profit sectors. This means that **effective stakeholder participation**, and cooperation among national authorities, social partners and regional and local actors and other civil society organisations, is vital to effective policy development and delivery.

In 2016, we will help **empower stakeholders** to shape and deploy policies at national, regional, sectoral and local levels by means of good governance. We help partners to review institutional arrangements and find new ways to collaborate and match resources to needs.

We will support the development of policy options for **VET regionalisation** and help VET and skills to contribute effectively to smart specialisation policies in partner countries.

Expected results

- Through the Torino Process, all partner countries review VET governance and identify more policy options for **good and multi-level governance**.
- Improved **participation of stakeholders**, in particular social partners and business leaders leads to increased ownership of solutions.
- Further development of the concept of smart territories leads to increased **national debate on the regionalisation of VET** and a review of roles between national and sub-national levels.

STRATEGIC PROJECT 4: VET Provision and quality

Many partner countries are struggling to make their VET provision relevant, useful and attractive in the face of technological change, economic competition and globalisation.

In 2016 we will support them to strengthen the capacity of policy makers and practitioners to develop and implement up-to-date policies in the following key areas: **work-based learning; continuing professional development for vocational teachers and trainers; quality assurance; career guidance;** and **digital and online learning**.

During the year we will continue working on three regional initiatives launched in 2015: work-based learning in Eastern Partnership countries and Kazakhstan; continuing professional development for vocational teachers and trainers in South Eastern Europe and Turkey; and the development of VET provision in Central Asia.

Expected results

- Establishment of a **Quality Assurance in VET** transnational policy learning platform leads to stronger knowledge base and improved quality of VET.
- Candidate countries benefit from ETF support to develop policy options for the **work-based learning**.
- **Continuing professional development** of teachers and trainers leads to more modern VET systems.

STRATEGIC PROJECT 5: Qualifications and qualification systems

As geographical mobility increases, people need a clear and trusted way of **demonstrating their competence to perform a job**. Yet many countries offer outdated qualifications that fail to meet labour market needs.

In 2016, we will help 18 countries **modernise their qualifications**, for example by developing rigorous national qualifications frameworks (NQFs).

We will also share knowledge via a new study on the **governance** of qualifications systems. This will be the theme of the **ETF's corporate conference** in November 2016. In addition, we will engage all candidate and potential candidate countries in the **European Qualifications Framework** (EQF) process.

Participating countries will benefit from the ability to monitor labour market trends and skills needs, and to develop **closer cooperation** with the private sector, for example through the setting up of sector skills councils.

Expected results

- ETF support leads to the development of **lifelong learning** qualifications systems, the capacity of institutions and stakeholders.
- ETF methodological support and evidence-based policy is reflected in partner country plans for **reform of qualifications systems**.
- **EQF implemented** in partner countries.

STRATEGIC PROJECT 6: Employment, skills and mobility (including skills and migration)

High unemployment, especially among young people and women; low-quality employment; and migrant outflows all prevent countries from taking full advantage of human capital for their development.

In 2016, our key focus will be to facilitate more accurate **monitoring and prediction of skills needs**, and the ability to adapt VET provision accordingly, for example through better stakeholder collaboration.

We will contribute to the implementation of **mobility partnership agreements** between the EU and partner countries by making sure vocational qualifications are transportable and transparent to support **legal circular migration**.

Furthermore, in 2016, we will work with international partners to support partner countries in integrating vocational education and training into the **assistance provided to refugees**.

Expected results

- ETF support leads to increased capacity in partner countries to monitor labour market trends and use information on **skills needs for effective VET policy** implementation.
- ETF advice on the **skills dimension of migration** is taken into account in the implementation of mobility partnerships.

STRATEGIC PROJECT 7: Entrepreneurial learning and enterprise skills

Entrepreneurial skills are vital if countries are to grow their economies and get more people into work. The Small Business Act for Europe (SBA) includes three priorities of specific concern to ETF partner countries: **entrepreneurial learning** including **youth entrepreneurship**, training for **women's entrepreneurship**, and skills to help **SMEs internationalise**.

We support our partner countries in tracking how policy in these areas is progressing and in addressing the challenges. In 2016, we will disseminate the findings from the SBA assessments conducted in 2015 in Eastern Partnership and pre-accession countries, and work with stakeholders in these countries to identify actions that will improve the **policy environment for small businesses**.

We will also facilitate and encourage stakeholders to share **good practice** in entrepreneurial learning, so that policy makers and training providers can learn from these.

Expected results

- Policy makers and stakeholders are able to act on updated **information and policy intelligence** on entrepreneurial learning, enterprise skills and women's entrepreneurship.
- The ETF online platform for good practice provides policy makers and training providers with a forum for discussion and a first set of **quality-assured good practices**.
- **Capacity building** leads to stronger partnerships between policy makers and practitioners.

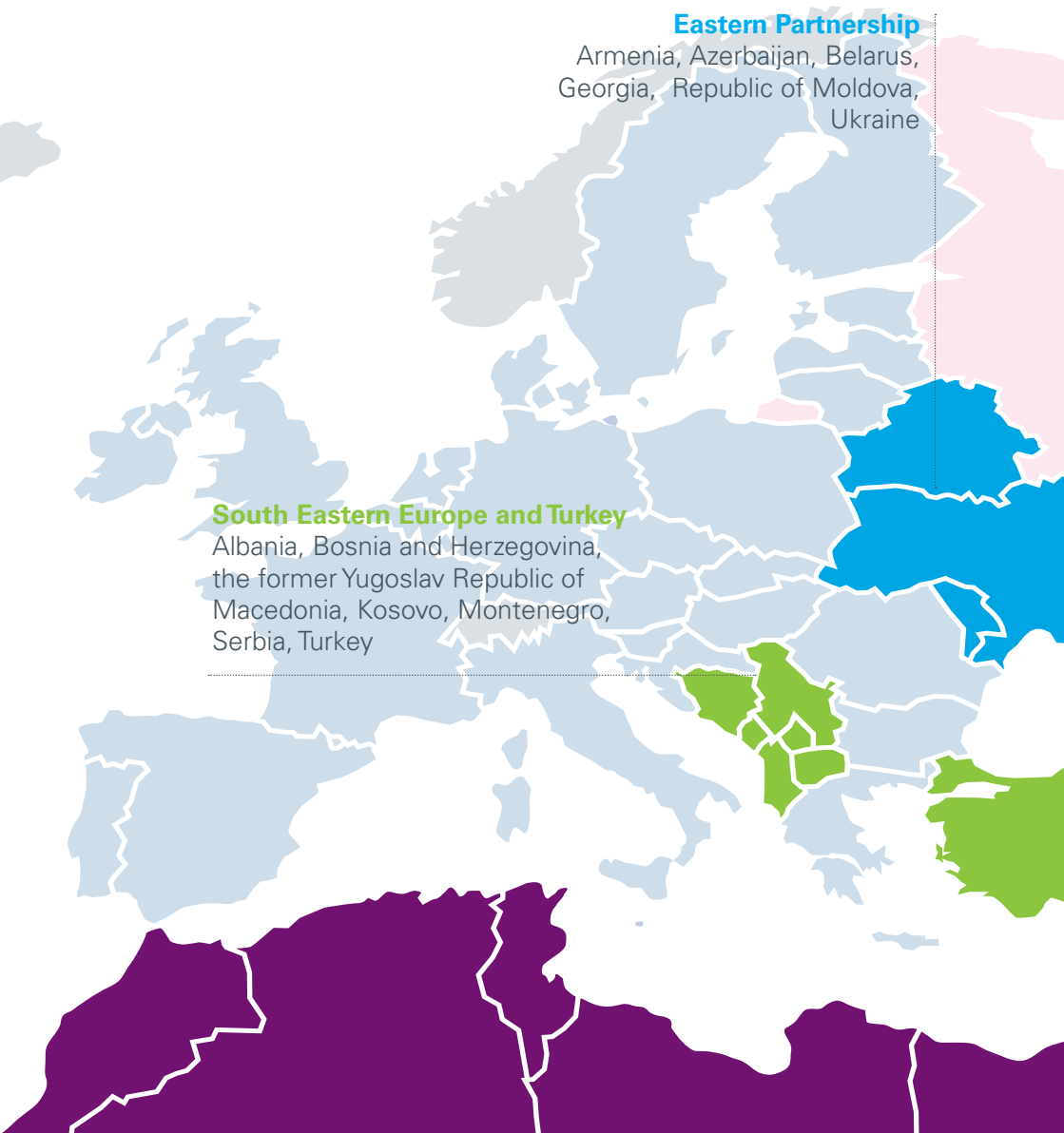
OUR PARTNER COUNTRIES

Eastern Partnership

Armenia, Azerbaijan, Belarus,
Georgia, Republic of Moldova,
Ukraine

South Eastern Europe and Turkey

Albania, Bosnia and Herzegovina,
the former Yugoslav Republic of
Macedonia, Kosovo, Montenegro,
Serbia, Turkey





Russia

Central Asia

Kazakhstan, Kyrgyzstan,
Tajikistan, Turkmenistan,
Uzbekistan

**Southern and Eastern
Mediterranean**

Algeria, Egypt, Israel, Jordan,
Lebanon, Libya, Morocco,
Palestine, Syria, Tunisia

REGIONAL PRIORITIES

South Eastern Europe and Turkey

Based on the findings of the Torino Process, the FRAME project, and the assessment of the 2015 Economic Reform Programmes (ERPs), the key priorities for the modernisation of VET in this region are to:

- **Proceed with NQF implementation:** The priorities include populating NQFs with relevant qualifications, including qualifications for adult learning; putting into action the referencing processes to the EQF; and strengthening institutional capacities and legislation.
- **Improve the quality of provision and teaching and learning processes:** Special emphasis will be given to preparing vocational teachers and trainers to implement modern teaching and learning processes.
- **Ensure implementation and improve the monitoring of policies:** The emphasis will be on building capacity in the countries to use both ex-ante impact assessment and monitoring as instruments for improving policy-making processes. This is particularly important for candidate countries who will need to explore different options for setting up mechanisms to achieve the EU medium-term deliverables.
- **Address skills gaps and mismatches:** The priorities are to increase understanding of the demand for skills, transform it into relevant qualifications and training provision and to guide learners to make better career choices.

Eastern Partnership

Priorities for the transformation of VET in Eastern Partnership countries include:

- **Modernisation of qualifications and qualifications systems:** The focus is on implementation methodologies and the institutional infrastructure.
- **Private sector involvement in VET:** The focus is on improving school-business cooperation and more and better work-based learning.
- **Skills anticipation and matching:** One aim is to improve skills anticipation so that VET programmes are more responsive to labour market needs and student demand.
- **VET attractiveness:** The aim is to reverse declining participation in VET by improving the quality and quality assurance mechanisms of VET so that it becomes an appealing option for students.
- **VET strengthened at local level:** This includes better targeted VET policy decentralisation, with national and regional stakeholders, in Ukraine and supporting the transition to smart territories in the Republic of Moldova.

Southern and Eastern Mediterranean

In the context of the political and economic situation in the region, the priorities for the modernisation of VET in the region are to:

- **Make governance more participatory:** The priority is to support greater coordination among key partners as well as in the devolution of responsibilities to regions.
- **Modernise qualifications:** The ETF will provide support through the provision of technical and policy advice on how to develop NQFs, and will assist in capacity building of national institutions and facilitate peer learning.
- **Promote entrepreneurial learning and skills for small and medium-sized enterprises:** The priorities are to give attention to specific groups, such as youth and women, as well as to offer integrated support to SMEs.
- **Analyse policy and monitor progress:** There is a need to develop robust analytical and monitoring tools to assess and measure the progress that has been made in recent years.
- **Strengthen VET at local level:** This includes supporting the regionalisation of VET in Tunisia and Morocco.

In 2016, the EU-funded **Governance for Employability in the Mediterranean (GEMM)** project will conclude with a closing conference to be held in Tunisia in July. Priorities for 2016 include:

- Completion of pilot projects and capacity-building activities.
- Dissemination of all lessons learned and project results.

Central Asia

Based on the Torino Process findings and the socio-economic challenges facing the region, the key actions for the modernisation of VET at regional level are:

- **Labour market relevant VET:** Effective social dialogue, the operationalisation of sector councils and the development of coherent policies for education-business cooperation are key areas for attention.
- **Quality VET provision:** A priority is to adapt teacher training to the needs of teachers, schools and the labour market.

STAKEHOLDER RELATIONS & COMMUNICATION

ETF performance relies on the close coordination of its actions with the EU institutions, services and bodies. Maintaining alignment with EU priorities through cooperation with these partners is a key objective in 2016.

As part of the ETF's framework for action on stakeholders, the ETF will strengthen cooperation with partners from the EU Member States engaged in skills development in partner countries to disseminate information, encourage networking, and promote the exchange of experience and good practice.

Under the leadership of the Commission and the European External Action Service (EEAS), the ETF will support dialogue with international organisations and relevant regional actors aiming to share lessons learned, develop common approaches and identify opportunities for the coordination of activities at country and regional levels.

The ETF's main asset is its expertise in bringing about transformative change in partner countries. To have an impact in the real world, this expertise must be communicated effectively to the right people.

In 2016, the ETF will build on its successes, in particular continuing to implement its strategic objectives for communication which are to strengthen stakeholder relationships, develop a compelling narrative for all partners, and build trust to enhance the ETF's effectiveness.

BUDGET

RESOURCES BY PROJECT

STRATEGIC PROJECTS	FTE	Budget (€)	%
Support to assistance in the context of EU external relations policies	14.6	1,740,000	9
Policy analysis and system-wide progress monitoring	21.6	3,770,000	19
Skills and VET governance	16.9	2,485,000	12
VET provision and quality	20.3	3,228,000	16
Qualifications and qualifications systems	25.8	4,385,000	22
Employment, skills and employability	20.0	2,848,000	14
Entrepreneurial learning and enterprise skills	12.9	1,689,000	8
Total	132.0	20,145,000	

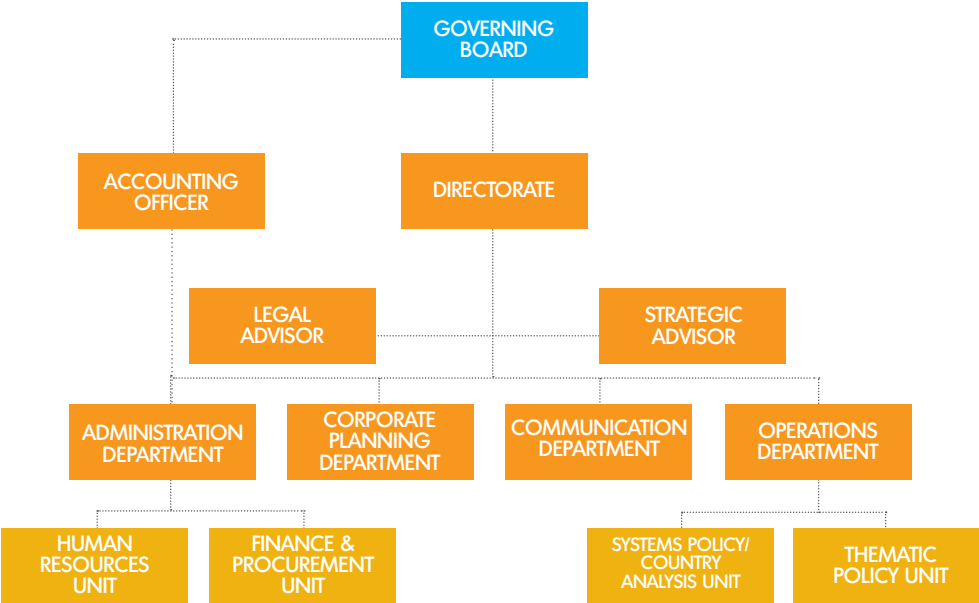
RESOURCES BY REGION

REGION	FTE	Budget (€)	%
South Eastern Europe and Turkey	49.2	7,935,000	39
Southern and Eastern Mediterranean	35.9	5,397,000	27
Eastern Partnership	30.9	4,673,400	22.6
Central Asia	15.3	2,116,000	11
Russia	0.7	23,600	0.4
TOTAL	132.0	20,145,000	

HUMAN RESOURCES

STAFF	Staff in 2016 budget
Temporary agents (AD)	59
Temporary agents (AST)	31
Total temporary agents	90
Contract agents	39
Seconded national experts	1
Local agents	2
TOTAL	132

ORGANIGRAMME



CONTACT US

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