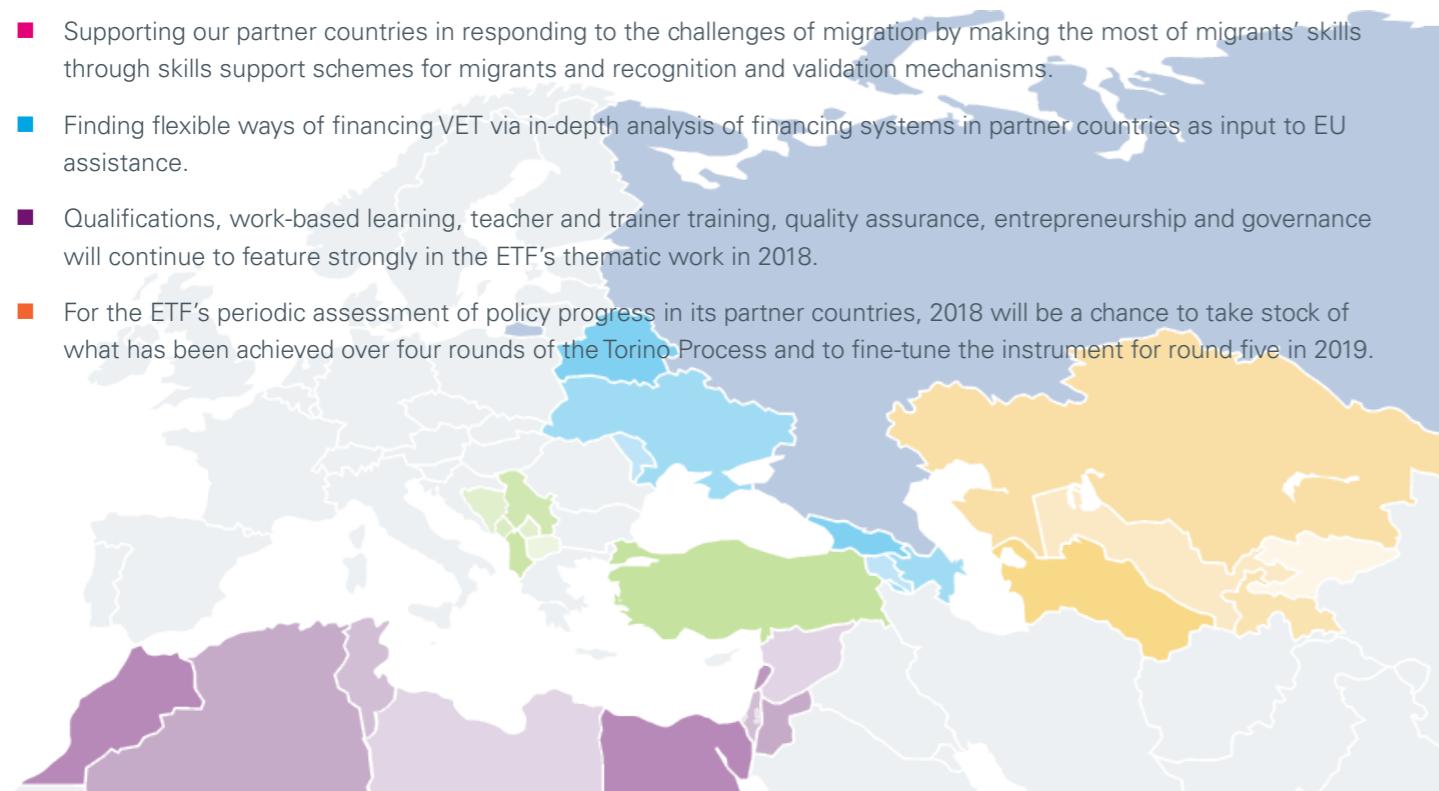


LOOKING AHEAD 2018

Driven by developments in artificial intelligence, ICT and robotics, the so-called fourth industrial revolution is radically changing both the way in which businesses operate and the relationship between capital and labour, if not the very meaning of work itself. This challenges education and training systems around the world to equip people with the knowledge and skills they will need for life and work in a world transformed by technology.

The European Union has responded to this challenge through the Pillar of Social Rights, proclaimed at the European Social Summit for Fair Jobs and Growth in Gothenburg in November 2017. First and foremost is the commitment that 'Everyone has the right to quality and inclusive education, training and lifelong learning in order to maintain and acquire skills that enable them to participate fully in society and manage successfully transitions in the labour market.' This places the ETF's work on skills and VET in the countries surrounding the EU, squarely in the centre of the EU's agenda, with the concept of resilience as the guiding principle of EU external action. By helping our neighbours modernise their education and training systems and prepare their citizens effectively for life and work in tomorrow's world, we contribute to the resilience of societies whose stability and prosperity is so closely tied to our own. Adaptability, responsiveness and flexibility are principles underlying the ETF's work in 2018.

- Aligning with the priorities of EU Delegations in our partner countries and supporting them in targeting EU assistance towards the most effective interventions.
- Responding to changing skills needs: Skills for the future and how to deliver them will be the focus of the ETF's corporate conference in Turin on 21–22 November 2018, including a digital platform aimed at helping our partner countries to build their capacity for skills anticipation.
- Helping our partner countries adapt to the digital age by supporting digital and online learning and digital competences generally.
- Supporting our partner countries in responding to the challenges of migration by making the most of migrants' skills through skills support schemes for migrants and recognition and validation mechanisms.
- Finding flexible ways of financing VET via in-depth analysis of financing systems in partner countries as input to EU assistance.
- Qualifications, work-based learning, teacher and trainer training, quality assurance, entrepreneurship and governance will continue to feature strongly in the ETF's thematic work in 2018.
- For the ETF's periodic assessment of policy progress in its partner countries, 2018 will be a chance to take stock of what has been achieved over four rounds of the Torino Process and to fine-tune the instrument for round five in 2019.



HIGHLIGHTS 2017

The European Training Foundation (ETF) is an EU agency that supports the European Union'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 the reform of vocational education and training and labour market 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 culture of evidence-based consultative 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.



CHANGING SKILLS FOR A CHANGING WORLD

Held in Turin on 7–8 June 2017, the 'Changing skills for a changing world' conference concluded the fourth round of the Torino Process, a participatory, evidence-based analysis of vocational education and training (VET) systems in the ETF's partner countries. Introduced in 2010 and carried out every two years, the Torino Process provides a snapshot of the state of development of VET systems with a view to identifying priorities for future action.

The event brought together more than 300 delegates from the ETF's partner countries, EU Member States, EU institutions, international organisations, social partners, enterprises, civil society and experts in the field of VET. Over 5,000 people followed the event online.

The 2016–17 Torino Process consultations point to progress in formulating VET policies and modernising institutional frameworks to reinforce the contribution of VET to economic and social development. Particular work has gone into models of VET governance, modernising qualification systems and creating mechanisms for better matching the supply and demand for skills.

The reports indicate the following priorities for the future:

- Qualifications and qualification systems as tools for quality assurance and relevance of VET systems;
- Upgrading the skills of teachers and trainers;
- Stronger involvement of social partners in the policy cycle, with a focus on moving from dialogue to delivery;
- Strengthening implementation capacity for system change and impact.

The fifth round of the Torino Process will be launched in 2019 and completed in 2020.

Learn more: www.torinoprocess.eu





► QUALIFICATIONS AND SKILLS FOR MOBILITY

Large scale labour migration is a fact of life in many ETF partner countries. At the same time, managing migration is a growing priority for the EU.

In the **Eastern Partnership** countries, inward and outward migration affect a large proportion of the population. There are widespread mismatches between skills and jobs, with many migrants overqualified for the work available to them in their host countries. The ETF's work on recognition of qualifications and validation of skills helps make the most of migrants' skills and facilitates legal migration. Encouraging our partner countries to include such mechanisms in the reforms of their qualification systems was the focus of a conference organised by the ETF in Tbilisi in October 2017 under the Eastern Partnership Platform 2.

Some countries in the **Southern and Eastern Mediterranean** are especially affected by migration. The refugee crisis caused by the wars in Iraq and Syria has put Jordan and Lebanon under enormous pressure. To better understand the challenges and identify areas for action, the ETF mapped skills support measures aimed at refugees, emigrants and foreign workers. The research calls for greater investment in skills development and policy dialogue on migration. The research was presented to key national stakeholders, who proposed concrete actions to improve skills and employability, including the early profiling of migrants' skills, linked to the EU's Skills Profile Tool for Third Country Nationals, quality labour market analysis and engaging migrants living abroad through training and exchange opportunities.

Turkey hosts over 3 million Syrian refugees. The ETF has cooperated closely with the European Bank for Reconstruction and Development to respond to the need to integrate refugees into the labour market through tailored inclusion models and mechanisms for the recognition and validation of migrants' skills and qualifications. The objective is to foster partnerships between businesses, education and training institutions and employment and social services to facilitate the transition from training into employment for young job seekers. This includes extending the national network of Vocational Skills Testing Centres, expanding high quality work-based learning opportunities (including apprenticeships and youth guarantee schemes), and improving career guidance in partnership with the private sector.

► DEVOLUTION UKRAINE

Skills training in **Ukraine** stands at the threshold of an historic change with the potential to bring profound social and economic benefits to the country, if it can get the far-reaching reforms right. Plans are under way to devolve responsibility for vocational education and training (VET) to the country's 25 regions (including the capital Kyiv), a major challenge for a country of 45 million people. In fact, the ETF's Torino Process was carried out in all Ukrainian regions for the first time in 2016/17. Also during the year, the ETF took a group of high-level Ukrainian officials to Lisbon and Paris to learn about different ways of anticipating skills needs at regional level, which will be implemented across the country shortly.

The ETF supported **Ukraine**'s Ministry of Education and Science in analysing what practical measures are needed to make regionally devolved VET a success. The joint project led to a Green Paper – the blueprint for the reform – which was presented at a meeting in Kyiv in April attended by Ukrainian Prime Minister Volodymyr Groysman, Education Minister Liliya Hrynevych and EU Ambassador Hugues Mingarelli.

Following the presentation of the Green Paper, the ETF supported the EU Delegation in carrying out a feasibility study for a major EU intervention in the VET field. In 2018, the ETF will advise on the design of the intervention itself.

The EU sees economic development as its key objective in **Ukraine** to build prosperity and support stability and social cohesion. Human resources are a key priority within the EU-Ukraine Association Agreement and Deep and Comprehensive Agreement signed in January 2016.



Commissioner Thyssen and ETF Director Onestini present the Torino Process Award to the Palestine Polytechnic University, Hebron, at the EU's Vocational Skills Week in November 2017.

► GETTING TO WORK

Good quality apprenticeships and other forms of work-based learning facilitate young people's transition to work and help reduce youth unemployment. The ETF has been supporting the **Eastern Partnership** countries, **Kazakhstan**, the **Western Balkans** and **Turkey** in integrating work-based learning into their vocational education and training systems.

In the **Eastern Partnership** countries and **Kazakhstan**, the ETF has supported stakeholders from government and business through capacity building, peer learning and country-specific activities, including the development of practical tools for supporting the rollout of work-based learning. All countries are now piloting work-based learning approaches, and most have legislative instruments in place or under development.

In the **Western Balkans** and **Turkey**, the ETF is supporting the implementation of the Riga Medium-Term Deliverables, for which all countries have identified work-based learning as a priority. The ETF has supported them in carrying out ex-ante evaluations to identify policy options and is helping them follow through with country-specific and regional activities. A key action has been facilitating the countries' participation in the European Alliance for Apprenticeships. Two regional seminars organised in cooperation with the European Commission provided opportunities for peer learning and exchange of good practice amongst the partner countries and with EU Member States. **Montenegro** has led the way in introducing a nationwide dual education system. **Turkey**, which already had an apprenticeship system, has made significant progress in formalising and expanding it. The other countries are at various stages of development, with **Serbia** planning to introduce a dual system in 2019.

► ENTREPRENEURIAL TUNISIA

Tunisia is a country with a relatively skilled population facing a major challenge in the transition of young people from education to work. With half the population unemployed, and only one in four women active in the labour market, vocational education and training is high on the Tunisian political agenda as means of matching people to jobs. However, it is perceived by many as a plan B option. The Ministry of Vocational Training and Employment is banking on entrepreneurship to change this.

As part of EU Vocational Skills Week, Tunisian vocational education students, teachers and entrepreneurs, as well as representatives of the Government and the EU gathered in Tunis on 14 November 2017 at a forum on developing the entrepreneurial spirit organised by the Tunisian Ministry of Vocational Training and Employment in cooperation with the ETF. At the event, Tunisian Secretary of State for Training and Entrepreneurship, Saida Ounissi, signed a Charter for developing the entrepreneurial spirit and students presented their entrepreneurial projects in a dedicated pitching session. The forum was webstreamed live on the ETF's Facebook page and YouTube Channel.

Giving young people the confidence and the competences to start their own businesses is key to strengthening the country's economy. A generation of young people with an entrepreneurial mindset also stands to benefit employers.

The ETF has been actively supporting projects in **Tunisia** since 2012, as part of its medium- to long-term support to the new democracy. The ETF's intervention strategy for 2017–20 focuses on improving youth employability and access to the labour market.

KEY PERFORMANCE INDICATORS 2017 (%)

Activity completion rate (rate (%)) of completion of the activities of the ETF's Work Programme: number of completed vs planned activities)	94.07 94.07	Dissemination reach	99.5
Average vacancy rate (% of establishment plan posts filled by 31/12)	97 99	Implementation of commitment appropriations	99.93 99.99
Implementation of audit recommendations (% of internal audit recommendations implemented by the agreed deadline)	100 100	Rate of outturn (payments in year N and carry-forwards to year N+1 as % of total funding in year N)	99.93 99.99

2015 figures in italics