

# HIGHLIGHTS 2014

AN OVERVIEW OF ETF ACTIVITIES





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# INTRODUCTION

## THE EUROPEAN TRAINING FOUNDATION

The European Training Foundation (ETF) is a specialised European Union (EU) agency that supports 30 partner countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.

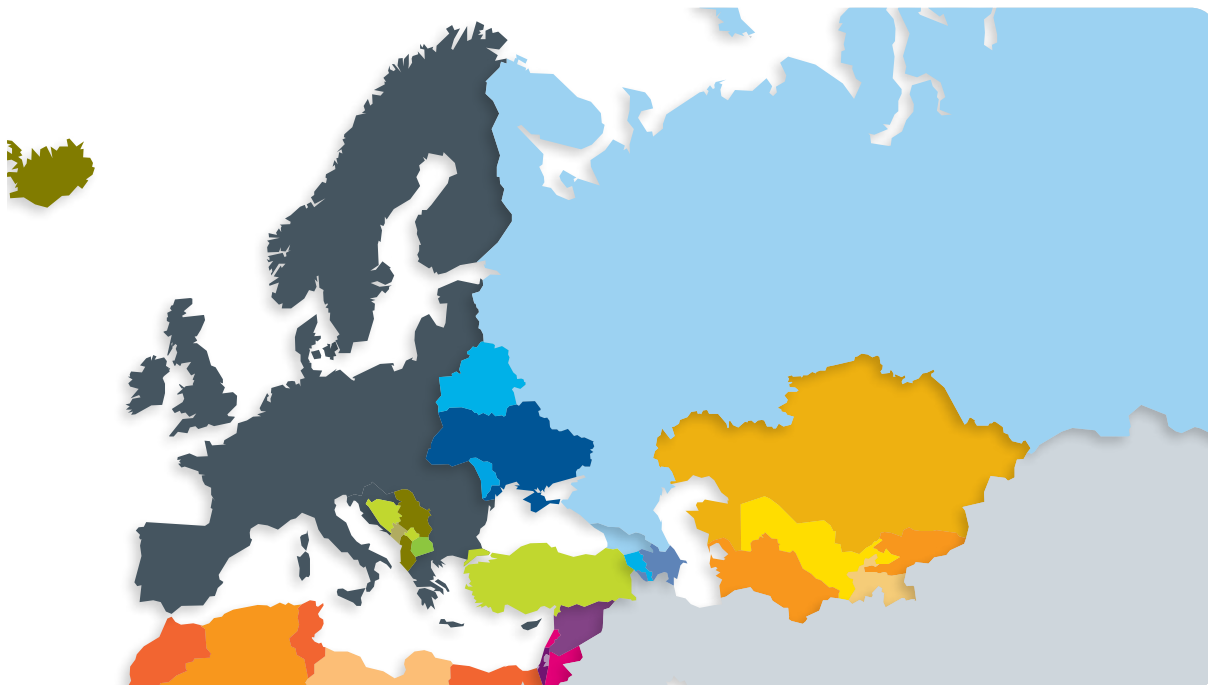
The ETF's vision is to make vocational education and training (VET) in the partner countries a driver for lifelong learning and sustainable development, with a special focus on competitiveness and social cohesion. The ETF's added-value comes from its neutral, non-commercial and unique established knowledge base consisting of expertise in human capital development and its links to employment. This includes expertise in adapting the approaches to human capital development in the EU to the context of the partner countries supporting the development of home-grown solutions.

The ETF supports a range of stakeholders sharing an interest in the contribution of the external dimension of relevant EU policies in the field

of human capital development. At EU level, the ETF cooperates with the European institutions, while in the partner countries the ETF works with governmental institutions, the business community, social partners and other civil society organisations. Internationally, the ETF exchanges information and lessons learned with relevant international organisations and donors.

Through its policy analysis, advisory and capacity building actions, the ETF improves knowledge dissemination and policy management to promote realistic priority and objective setting. The ETF's programming support for the European Commission and the European External Action Service (EEAS) helps to ensure that assistance is accurately targeted and fits country capacities and priorities. The ETF's collaboration with partner countries creates a framework for continuity and informed policy decision making and implementation in uncertain and, at times, unstable situations.

## THE ETF'S PARTNER COUNTRIES



Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Egypt, former Yugoslav Republic of Macedonia, Georgia, Iceland, 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 - hereinafter 'Kosovo'.*

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

# ETF VISION, MISSION AND PRINCIPLES OF ACTION

## VISION

To make VET in the partner countries a driver for lifelong learning and sustainable development, with a special focus on competitiveness and social cohesion.

## MISSION

The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy.

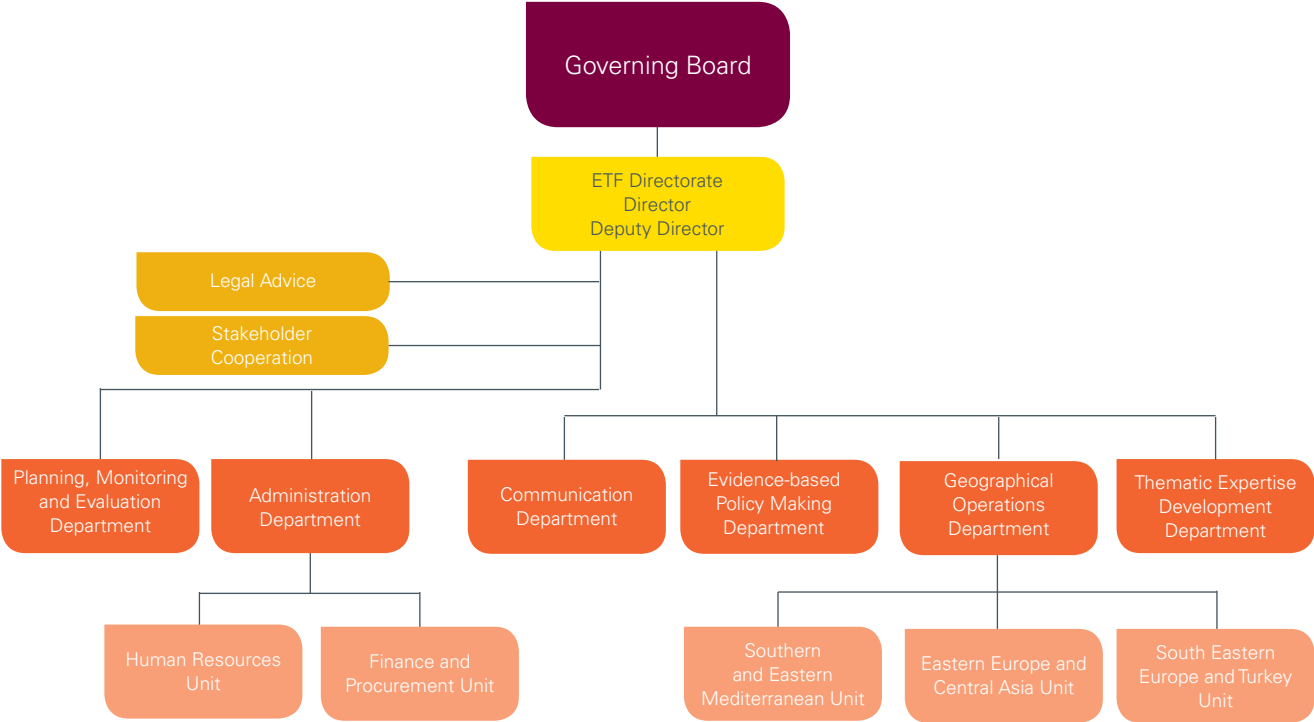
## PRINCIPLES OF ACTION

- The ETF is an EU agency that provides impartial, objective, neutral and non-commercial expertise on public policies for human capital development.
- The ETF encourages ownership and broad participation among relevant stakeholders. In this regard, the ETF supports consensus building and mutual learning, thus connecting policy analysis and agreements about policy choices and implementation.
- The ETF believes in a holistic approach that takes into account the context of each country and is based on evidence. Vocational education and training is considered in a broad context in terms of its links to employment, social inclusion, enterprise development, competitiveness and sustainable development.
- The ETF's priorities evolve constantly according to changes in its operational environment, EU priorities and specific requests from the European institutions.



# GOVERNANCE AND MANAGEMENT

## ORGANISATIONAL CHART 2014



In November 2014 the ETF Governing Board approved a revision to the organisational structure. This came into force on 1 January 2015.

## GOVERNING BOARD

The ETF’s Governing Board consists of one representative of each EU Member State, three representatives of the European Commission and three independent non-voting experts appointed by the European Parliament. In addition, three representatives of the partner countries may attend Board meetings as observers. The Chair in 2014 was the Director General of DG Education and Culture\*. The Governing Board is responsible for adopting the main strategic decisions governing the ETF and in particular the annual activity report, the annual work programme and the budget (including any amendments), subject to the approval of the European Parliament in the context of the overall European Union budget. The Board convenes twice a year, normally in Turin.

\* The Juncker Commission, which took up office on 1 November 2014, transferred the supervision of the ETF from DG Education and Culture to DG Employment as of 1 January 2015.

# ETF STRUCTURE 2014

## DIRECTORATE

The Directorate ensures efficient and effective strategic management of the organisation in order to lead the agency in delivering its mandate and operational objectives. It sets the Management Team agenda and ensures that the internal decision making process is efficient and effective while focusing on the agency's strategic priorities. Madlen Serban has been the Director of the ETF since 2009.

## LEGAL ADVICE

Legal advice is responsible for supporting and advising the Director, but also the senior and middle managers of the ETF Departments and Units in developing and reviewing decisions, policies, procedures and practices that have a legal implication. Legal advice assesses the legal risks involved and provides a legal opinion on organisational affairs and is also in charge of the management of litigations.

## STAKEHOLDER COOPERATION

Stakeholder cooperation is responsible for (i) supporting the participation of Governing Board members in ETF activities with a particular focus on the content organisation of Governing Board meetings and consultations on regulatory planning and reporting documents; and (ii) disseminating information and encouraging networking and the exchange of experience and good practice between the EU and partner countries and amongst partner countries in human capital development issues.

## EVIDENCE-BASED POLICY MAKING

The Evidence-based Policy Making Department is responsible for developing evidence based corporate approaches and methodologies to reinforce partner country capacities to formulate, adopt, implement, monitor and assess their VET and employment-related policies. The Torino Process is under the responsibility of this department, as is its methodological development and organisation.

## THEMATIC EXPERTISE DEVELOPMENT

The Thematic Expertise Development Department is responsible for ensuring content leadership and strategic expertise development in the thematic areas as identified based on the EU policy context and country needs assessment.

## GEOGRAPHICAL OPERATIONS

The Geographical Operations Department is responsible for defining, implementing, monitoring and reporting on the results of the annual work programme at country and regional levels. It is divided into the following units: Enlargement; Eastern Europe and Central Asia; and Southern Mediterranean.

## PLANNING, MONITORING AND EVALUATION

The Planning, Monitoring and Evaluation Department is responsible for the ETF's strategic planning process, and for monitoring and evaluating operational activities to measure the agency's achievements against its objectives. It coordinates the implementation of the Internal Control Standards, activities related to risk management, ex-post audits and liaison with the Internal Audit Service of the European Commission. The Department is also responsible for performance-based management.

## ADMINISTRATION

The Administration Department supports the achievement of the ETF's objectives through the management of the agency's human, financial and material resources and by delivering specialised services directly within the ETF or through outsourcing. It is structured in the following units, teams and functions: human resources; finance and procurement; infrastructure and support; and information technology.

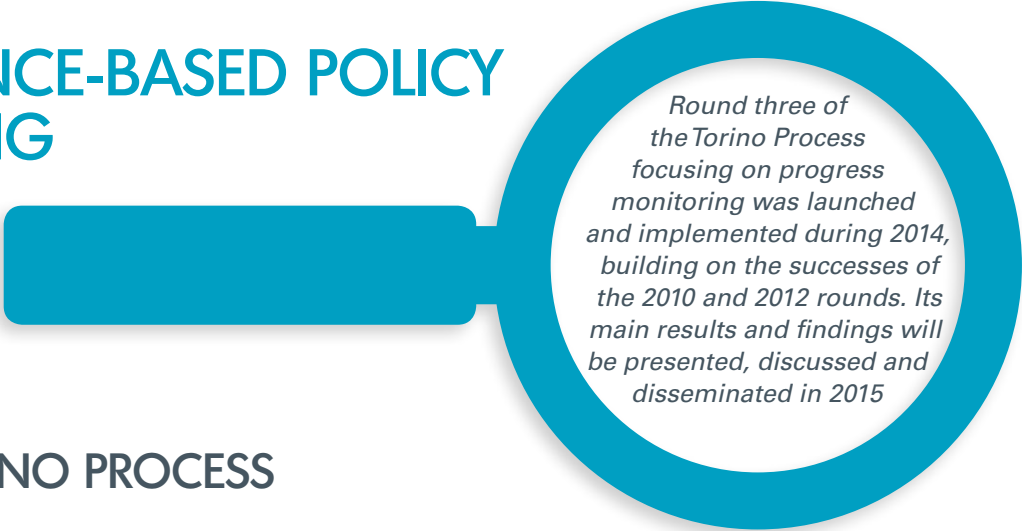
## COMMUNICATION

The ETF Communication Department provides communication support to all the ETF's activities at the corporate, departmental or individual levels and aims to strengthen and develop the ETF's external and internal communications. It is structured in the following functions: publications and content production; digital media; dissemination and promotion; events and visits management.



# 1. ACTIVITIES IN THE PARTNER COUNTRIES

## EVIDENCE-BASED POLICY MAKING



*Round three of the Torino Process focusing on progress monitoring was launched and implemented during 2014, building on the successes of the 2010 and 2012 rounds. Its main results and findings will be presented, discussed and disseminated in 2015*

## THE TORINO PROCESS

At the beginning of the year, the ETF launched the 2014 Torino Process. This is the third round of an incremental process (following previous rounds in 2010 and 2012) to support objective policy making in the partner countries. The first round in 2010 was intended to raise awareness about the principles of holistic, participatory, country-led and evidence-based policy analysis that underpin the Torino Process. The second round in 2012 aimed at generating a comprehensive policy analysis of the human capital development challenges facing partner countries and identified country specific recommendations for improvement. The third round in 2014 aimed at monitoring progress in the countries towards implementing the recommendations, and introduced the concept of policy benchmarking. The 2016 round is expected to support the countries in developing their capacity for self-assessment of policy progress.

The process continued to provide countries with a robust framework to analyse VET policies and identify key challenges. On the other, it was intended as a policy learning tool to help countries to reinforce their capacity for policy analysis, and in particular to advance the VET agenda through efficient implementation.

Preparation for the third round started already in summer 2013, following recommendations from the May 2013 Torino Process Conference, and a subsequent revision to the analytical framework and implementation procedures during the second half of 2013.

This third round continued to provide countries with a holistic analytical framework which covered five key areas of VET policy – vision, external economic and social efficiency, internal efficiency and quality, and governance. In this respect, the broader approach to human capital development policy making under the Torino Process complements the specific focus on internal efficiency under the EU Copenhagen/Bruges exercise.

The Torino Process continued to be a participatory process leading to an evidence based analysis of VET policies in partner countries which is a reference for national policy, as well as EU/ETF and donor programming.

While the overall approach was kept, the 2014 round has introduced a number of key improvements:

- Applying policy cycle methodologies to help countries move from the identification of policy problems to the identification of solutions to policy monitoring;
- Reinforcing the focus on tracking progress against the 2012 baseline;
- Opening the possibility of benchmarking (in particular for those countries interested in benchmarking themselves against the EU and against one another);
- Enhancing the quality and availability of evidence to support the policy analysis in particular through the use of evidence;
- Increasing country ownership of the process and broadening the active participation of relevant stakeholder interests from the private sector, the social partners and civil society;
- Including analysis of policy making capacity at system and stakeholder levels in line with the ETF capacity building policy.

In 2014, the Torino Process focused on monitoring the progress made by partner countries in VET reform policies since the last round in 2012. It contributed to the evidence-based policy analysis and dialogue in the countries and across regions, widening the participation of different actors.

In 2014, 14 countries chose to use the EU benchmarks in education as part of their analysis. Particular attention has been given to documenting the way in which the process and its four key principles (holistic approach, evidence based and ownership) are applied by the partner countries.

PRIME has been developed to support policy formulation.

In 2014 the ETF published and disseminated the 2014 Torino Process guidelines in English, French, Russian and Arabic. The overall guidelines are complemented by support tools, including an introductory film, standard presentation materials, a leaflet and a dedicated area of the website.

| REGION                             | NO OF COUNTRIES PARTICIPATING | LAUNCH MEETING | FIRST DRAFT REPORT | FINAL REPORT/VALIDATION*   | EU BENCHMARKING                 |
|------------------------------------|-------------------------------|----------------|--------------------|--|---------------------------------|
| ENLARGEMENT                        | 7                             | 7              | 1                  | 7. Albania, Bosnia and Herzegovina, Kosovo, former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey | 7 (all countries)               |
| SOUTHERN AND EASTERN MEDITERRANEAN | 8                             | 8              | 8                  | 6 (7*). Tunisia, Libya, Jordan, Lebanon, Israel, Palestine (Egypt*) and Morocco                                  | 3. Israel, Tunisia, Palestine   |
| EASTERN EUROPE                     | 7                             | 7              | 7                  | 7. Armenia, Azerbaijan, Belarus, Georgia, Moldova, Russia, Ukraine   | 3. Azerbaijan, Georgia, Ukraine |
| CENTRAL ASIA                       | 4                             | 4              | 4                  | 3. Kyrgyzstan, Tajikistan, Uzbekistan  | 1. Kazakhstan                   |

In Kazakhstan (self-assessment), the work on the Torino Process report was scheduled to be completed in December 2014; it will be ready in Q1 2015.

All eligible partner countries with the exception of Syria, Algeria and Turkmenistan confirmed their participation in the process.

The ETF has collected all available statistics from the countries and international sources mentioned in the 2014 Torino Process.

Launch meetings were organised in the majority of the countries

The majority of the participating countries, have already produced a final version of the country report, either as a self-assessment or an ETF-supported assessment. Reports have been peer-reviewed by the ETF where appropriate such as in the case of South Eastern Europe and Turkey, these have been combined with the launch of complementary policy exercises such as the Bruges report.

The majority of the participating countries already have a final version of the country report, either as a self-assessment or an ETF-supported assessment. Reports have been peer reviewed by the ETF (in some cases, in consultation with other donors or international expert organisations). In all cases the reports have been validated by the countries to ensure full ownership of the analysis and the finding. The reports are currently undergoing editing and preparation for publication ahead of an international conference in June 2015.

Three regional reports on Southern and Eastern Mediterranean, Eastern Europe and Central Asia were drafted in the last quarter of the year, presenting the main regional trends in progress in monitoring VET reforms as they emerge from the TRP country reports. The South Eastern Europe and Turkey report will be prepared in the first quarter of 2015 and all of them will be part of the ETF corporate publication presenting the findings of TRP 2014. These set of reports will be completed with a cross country thematic analysis and the Key Indicators publication. All of them will contribute to the discussion to take place during the corporate conference in June 2015.

Regional policy reviews organised around the findings of the regional reports took place in different formats in the last quarter of 2014. For the Arab Mediterranean countries, a Policy Leaders' Forum attended by ministers and other high policy level representatives, including the European Commission represented by DG Employment, was held in Turin in November 2014 focusing on the contribution of VET and skills to youth employability. For the Eastern Partnership, the regional report was discussed in a conference organised in Tblisi (Georgia) in the first week of December, while Central Asian partner countries discussed the regional findings at a conference organised in Bishkek (Kyrgyzstan) in the second week of December. The results of these regional discussions will feed into the finalisation of the reports and cascade into the corporate conference in June 2015.

## THE TORINO PROCESS AT A GLANCE

### WHAT?

Every two years, the ETF invites its partner countries to review the state of their vocational education and training (VET) policies and systems. Inspired by the EU Copenhagen Process, the Torino Process is based on:

- country ownership;
- broad and open participation;
- a holistic approach to policy and system analysis; and
- evidence-based assessment.

### WHY?

The Torino Process helps participating countries to:

- develop a common understanding of their medium-term vision, priorities and strategy for impact-oriented VET policy development;
- explore possible options for implementing their vision;
- update the analyses at regular intervals to monitor and evaluate progress and impact;
- provide tools and opportunities for capacity development and policy learning within and among partner countries and with the European Union (EU);
- empower countries to better coordinate the contributions of donors in order to achieve agreed national priorities.

### HOW?

By working closely with the ETF, policy leaders, stakeholders and experts in the partner countries analyse the current situation in the field of vocational education and training. They also evaluate the progress of reforms in the previous two years. The goal is to produce a shared evidence-based analysis which can be used to agree on policy priorities and define options for further reform.

The Torino Process is based on a sound methodology developed by the ETF and informed by the EU Copenhagen Process. The methodology clearly defines the broad scope of the analysis which covers the policy vision; how well VET responds to economic and social demands; the efficiency and quality of VET deliverables; and, how effectively the system is governed. The methodology also recommends the possible sources of information, and suggests indicators which can inform the reflection. There are two ways of participating. Partner countries may lead the process themselves and carry out a guided self-assessment supported by the ETF. Alternatively, they may prefer the ETF to steer the process. In both cases, the process leads to a final report which is validated by the partner country stakeholders.

### WHO?

A broad range of stakeholders participate in the process: policy makers from national governments and parliaments, vocational training institutions and practitioners, social partners, representatives from civil society and researchers from the public and the private sectors. Under the coordination of a lead national institution, these stakeholders meet at various stages of the process to collect and share data, discuss the findings and make recommendations.

## BENCHMARKING

The ETF has also launched an exercise to familiarise countries with the concept of benchmarking. For the 2014 Torino Process this has been announced as a “light” exercise aiming to introduce benchmarking as a policy support tool for evidenced based policy vision and making and as a referencing tool for identifying countries weaknesses and strengths in comparison with EU countries. For this round of the Torino Process the benchmarking exercise has covered 14 partner countries covering geographically all four regions of ETF partner countries. For the purpose of the exercise seven indicators have been selected referring to relevant EU targets. The findings of this exercise will be presented in the 2014 Torino Process country reports either as annexes or as text embedded in the main body of the reports. On the basis of the outcomes of this exercise, the ETF will propose a more systematic process of benchmarking leading on recommendations to be agreed with the partner countries.

## PROJECTING REFORM IMPACT IN VET (PRIME)

The ETF developed PRIME to ensure greater predictability in policy outcomes and impact through a prior, evidence-based of policy options.

PRIME relies on the methodologies and principles of ex-ante impact assessments carried out by the European Commission. The PRIME approach allows for flexibility so policy options and choices are differentiated according to the needs and context of the partner country. The goal of PRIME in all countries is to facilitate informed decisions about effective, feasible and inclusive policy formulation and subsequent action.

PRIME starts from a particular problem as identified by the Torino Process analysis. It then systematically investigates policy options to address the problem. The investigation includes gathering and integrating evidence and arguments for and against each option in view of its anticipated impact. A supplementary goal of PRIME is to build the capacity of national institutions to for ex-ante impact assessment.

Jordan, Montenegro and Ukraine took part in PRIME during 2014.

Following a request by the authorities, in Jordan PRIME focuses on enhancing female participation in the labour market through education and training. Phase 1 of the exercise led to the identification of factors that contribute to a persistently low share of women in the labour market. It also formulated three options for action to be assessed in Phase 2, and outlined the assessment criteria. To a large extent, these deliverables were generated in discussions with stakeholders during a kick-off and validation meetings at the beginning and the end of the phase, respectively. Phase 2 will commence in February 2015 and lead to the preparation of impact assessment reports for each option.

In Ukraine, PRIME is supporting a review among stakeholders on the future of VET providers in the country, triggered by a new Law on Higher Education. An introductory meeting helped to illustrate the potential of ex-ante impact assessment to facilitate, structure and steer an otherwise challenging national debate on the topic, and tested the PRIME approach on the example of issues raised in the course of discussions. A validation meeting was held in December 2014 to verify the problem analysis and open a possibility for a more in-depth analysis of the opportunities, risks and priorities related to the new law. In Phase 2, PRIME in Ukraine will narrow down the options for action to only a few and build consensus on the goals, risks and assessment criteria. The outcome of Phase 2 – individual impact reports for each policy option – will be validated by stakeholders at the end of March 2015.

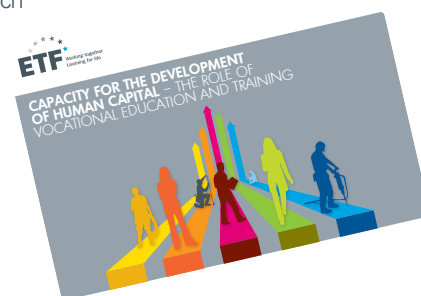


## PRIME IN MONTENEGRO

In Montenegro the PRIME project was applied as ex-post evaluation of the added value to the VET progress of the policy options adopted by the Bruges process. As the country is preparing its accession to the EU, VET national reform is influenced by medium to long term EU objectives and targets in order to improve performance, quality and attractiveness of VET. Montenegro has made serious efforts in implementing Bruges process especially under short term deliverables 13 -19; these short term deliverables were chosen to be evaluated under PRIME in Montenegro. The objectives of ex post evaluation in Montenegro were to analyse the influence of Bruges on national reform, analyse the relevance of the options for Montenegro and assess the implementation process to ensure coherence between specific national reform needs and the Bruges priorities. Furthermore, the PRIME ex post evaluation in Montenegro aimed at supporting the country in capacity building in order to prepare for the next round of Bruges in 2015-2017. The ex post evaluation was elaborated following the logic of participatory approach focused on the state of progress for each policy option under short term deliverables 13-19 and the impact of the policy options. The aim of the exercise was to draw out conclusions on the progress made in each short term deliverable. The final report on the findings of the ex post evaluation will be published as an annex under the Montenegro TRP 2014 report in 2015.

## CAPACITY BUILDING FOR POLICY MAKING IN PARTNER COUNTRIES

In December 2013, the ETF adopted a specific policy to regulate its approach to capacity building as one of its major functions. The policy defined a comprehensive approach based on developing three levels of capacity: enhancing overall capacity at system or country level towards self managed policy making; increasing the capabilities of stakeholder institutions to play their specific role in the policy making process; and the competences, skills and knowledge of individuals and networks. By integrating the capacity building policy with the stages of policy maturity, the ETF is able to tailor its capacity building provision to the specific needs and evolution of each country.



In 2014, the ETF capacity building policy was used across activities such as in the implementation of the GEMM capacity building needs assessment and programme definition, support to the finalisation of the FRAME capacity review methodology and in the design of the Eastern Partnership network on skills matching. The ETF also produced a specific set of guidelines and instruments to build capacity for policy making throughout the Torino Process and a toolkit 'Capacity for the development of human capital: the role of VET', which is available online at [http://www.etf.europa.eu/web.nsf/pages/Capacity\\_for\\_HCD](http://www.etf.europa.eu/web.nsf/pages/Capacity_for_HCD). The toolkit is used to support partner countries in the design and implementation of capacity building exercises, and to measure progress in capacity development over time.

The ETF has continued to cooperate with other EU and international partners in the development and dissemination of capacity building methodologies, tools and instruments. and has been invited to present the methodology and lessons learned within the webinar series Learning Network for Capacity Development facilitated by DG DEVCO, and as a specific session within the DG DEVCO annual capacity building training programme in June 2014. ETF also shared its approach to capacity building with other practitioners within the ITCILO programme on teacher training in November 2014.



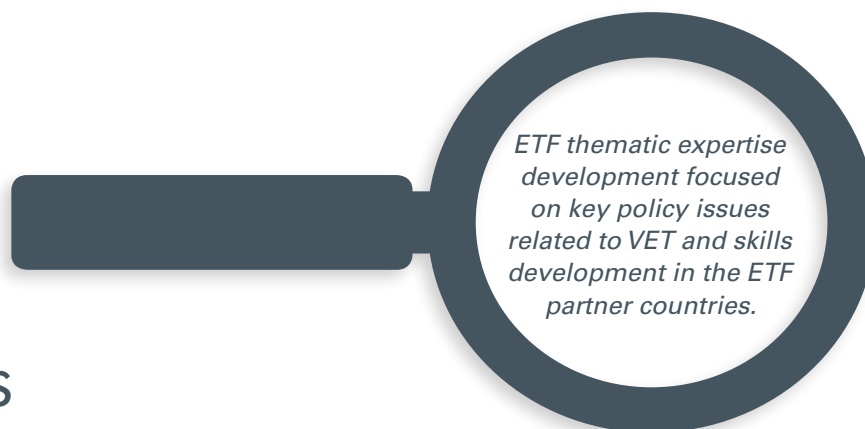
*The Policy Leaders' Forum took place in Turin on 20 November to discuss among other issues the results of the 2014 Torino Process*



*The ETF's corporate conference on Entrepreneurial Communities was held in Turin in November*

## THEMATIC EXPERTISE DEVELOPMENT

**ETF thematic expertise development focused on key policy issues related to VET and skills development in the ETF partner countries. Methodological instruments were developed and/or consolidated to support capacity building for policy making in the partner countries; while in depth analyses of phenomena and policies brought to light new intelligence for evidence based policy development.**



## QUALIFICATIONS

Our work comprised: a) support to countries in progressing their qualifications system reform; b) monitoring and analysing partner country reforms and reporting these in our publications; and c) supporting candidate countries to participate in the EQF Advisory Group in particular where we advised countries on developing their approach to referencing.

Moving countries towards lifelong learning qualifications systems was our principal focus, measured by progress through the ETF policy stage indicators. Among those partner countries more advanced in their NQFs, we supported Kosovo in redefining its qualifications types, Montenegro in EQF referencing and the former Yugoslav Republic of Macedonia in developing methodologies for placing qualifications in the national qualifications framework; in Morocco, we supported the development of governance arrangements and also methodologies to place qualifications within the NQF; in Ukraine we facilitated discussion on governance arrangements and identified technical issues for priority implementation; in Moldova, Azerbaijan, Serbia and Albania we supported countries to develop concepts and blueprints for their NQFs and developed strategies for implementation. In Bosnia and Herzegovina, we initiated a compendium of good practice in elements necessary to develop the country's qualifications framework.

We monitored and analysed these developments in our countries through our studies. We updated the country chapters in our Global NQF Inventory, which tracks NQF progress in the 24 of our countries where qualifications system reform is a priority; by gathering such intelligence we are able to better shape our country interventions in coming years. Towards the end of year, we began work on a new study for the analysis on of the roles of institutions and the functions of laws in qualifications systems. By examining the "hardware" of a qualifications system we will illustrate for partner countries how different arrangements and institutional functions and roles can enable NQF implementation, or conversely, hinder it. This study results of the analysis will become published in spring 2015.

Through our participation in the ETF Advisory Group, the ETF gathered intelligence on progress of the EQF's implementation and disseminated this to partner countries, in particular in South Eastern Europe and Turkey, to support the alignment of their NQFs to the EQF. We advised Montenegro on the content and presentation of their official referencing report, which was formally accepted by the Advisory Group in November. We began preparatory work on referencing with Turkey and the former Yugoslav Republic of Macedonia, which aim to reference in 2015-16. We also gave technical advice to Kosovo in undertaking a comparison exercise of its NQF to the EQF.

We cooperated with Cedefop in producing a survey of validation practices in the candidate countries, which will provide guidance for our interventions to support the countries' NQFs in 2015.

## QUALITY ASSURANCE

In the field of quality assurance in VET, ETF used an in-house developed methodological instrument to gather information on the quality assurance baseline in partner countries. A mapping instrument was applied on a preliminary basis in the nine SEMED countries. A set of fiche on quality assurance in these partner countries was produced. The activity builds on the work undertaken in the context of the GEMM project, in which quality assurance is a key focus of attention. Reporting on and analysing quality assurance in VET, from a governance perspective, and drawing conclusions on regional strengths and weaknesses in this field, is feeding into the final phase of GEMM that aims to enhance capacities through competence development activities and pilot projects. Collecting, analysing and making good use of reliable and robust labour market information are important for VET quality and relevance. ETF engaged in the strengthening of the EU quality indicator related to 'Mechanisms to identify training needs in the Labour Market' with experts from across the EU. ETF supported the GEMM pilot project in the south of Israel addressing this VET quality assurance indicator in the context of strengthening links between schools and enterprises locally

## VET GOVERNANCE

ETF continued its support to multilevel governance of vocational education and training in the partner countries. This included both cross-country actions aimed at analysing governance models in partner countries as well as increasing the awareness of stakeholders on the added value of multilevel governance. Specific country actions instead aimed at developing both vertical and horizontal participatory arrangements in the governance of skills, including delegation of functions from the national to the regional and local levels, increased participation of social partners, sector development and coordination mechanisms, and participation of civic society in the policy cycle.

A policy brief on regional and territorial governance of skills was published, while other products such as the position paper on multilevel governance and the position paper on social partnership were updated.

The Entrepreneurial Communities initiative, launched in 2013, completed its first cycle, in which seven practices from Algeria, Belarus, Israel, Jordan, Lebanon, Moldova, and Serbia were awarded. These practices provided evidence of locally based solutions to tackle skills' issues and promote education and training, job creation and entrepreneurship. The analysis of the seven practices provided valuable lessons on how to maximise efficient vertical and horizontal interaction within a multilevel governance approach to human capital development. The results of the initiative were presented and discussed at the conference on "Multilevel Governance in VET: Entrepreneurial Communities and the role of local partnerships" in Turin on 19-20 November 2014. The initiative is supported by an Advisory board composed of representatives from the CoR, EESC, Eurochambers, partner country regional bodies (Union for Mediterranean, and South East Europe Regional Cooperation Council) and SBA (Small Business Act) coordinators of partner countries. A second call for a new selection will be launched in January 2015.

The ETF also finalised a specific methodology on costing of policy options in the area of vocational education and training, bringing multilevel participatory governance into the dimension of financing of VET. A position paper on financing was prepared and will be the basis for specific capacity building in 2015.



## LEARNING AND TEACHING

Developing and implementing work-based learning programmes (i.e. how to start and expand, ensuring quality, financing, assessing and recognising work-based learning) was the focus of a recently published ETF handbook on work-based learning to support VET policymakers and social partners in the ETF partner countries. The recommendations were the basis for tailored support in Israel and Palestine and the development of a multi-annual project on work-based learning for ENPI-East region and Kazakhstan, starting in 2015. A specific policy learning workshop to disseminate good practice in work-based learning, highlighting the principles of the European Apprenticeship Alliance and to identify the specific needs of partner countries took place 10-11 November in Turin. It involved employer representatives, vocational school directors and policy makers from eight countries (Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Moldova, Russia, and Ukraine) and addressed the key issue of how to involve and motivate companies in the provision of work-based learning.

ETF continued to participate to DG EAC thematic working groups on VET, with a focus on apprenticeship and digital/ online learning respectively ensuring that the latest EU developments are informing our work in the partner countries. The policy guidance and framework being developed by the thematic working group on VET to support small and medium-sized companies offering apprenticeship and work-based learning will be used in the ETF project on work-based learning for the ENPI East region (2015-17).

A three-year regional project on vocational teachers and trainers has been designed for countries in the Enlargement region which will start in 2015. It will focus on continuing professional development (CPD) of vocational teachers and trainers and improve quality and demand-orientation of CPD in the region. It will map the supply and demand side, establish a Network for Capacity and foster locally owned actions.

In the area of career guidance support to policy development and implementation was provided to Armenia through training and monitoring visits to career centres in vocational schools, and the provision of advice on the strategy of the Methodological Centre for Professional Orientation 2016-2020. Tailored support was also provided to Egypt and in Serbia policy recommendations were presented at the National Career Guidance Conference, 6-7 October.



*Recommendations from an ETF report on work-based learning were used to develop a multi-annual project on the topic in Eastern Europe and Kazakhstan due to start in 2015*

## ENTREPRENEURSHIP AND ENTERPRISE SKILLS

In 2014, the lion's share of the ETF's enterprise team centred on three areas, a) policy support for lifelong entrepreneurial learning and skills for small and medium-sized businesses (SMEs); b) good practice developments; and c) ensuring ETF's support to its countries reflects the most recent developments in EU policy.

### POLICY SUPPORT FOR ENTREPRENEURIAL LEARNING AND ENTERPRISE SKILLS

Getting ETF partner countries to accommodate the human capital policy pillars of the Small Business Act for Europe (SBA) forms part of the agency's drive to support the countries in building more competitive economies and sustainable employment. ETF's policy indicators and assessment tools allow partner countries to determine progress in meeting the policy objectives for entrepreneurial learning and SME skills employed across three regions: pre-accession, Eastern Partnership and Southern Neighbourhood. In 2014, ETF upgraded its indicator package to reflect latest EU policy recommendations e.g. school-promoted entrepreneurial experience for young people. Further, in cooperation with the South East European Centre for Entrepreneurial Learning (SEECCEL) – an ETF regional partner organisation – it undertake the first phase of a four-part series to build capacity of policy makers in SBA monitoring and improvements. This policy network creates new opportunities for each country while a regional mobility measure will allow policy makers to critically review policies and support structures of fellow countries borrowing on the EU's 'open method of coordination'. The objective of more developed regional engagement and training of policy makers is to build further ownership and commitment of the countries to the EU policy lines, while reinforcing cooperation between countries in the region.

Secondly, an SBA assessment drive got underway in the EU's Eastern Partnership region. The assessment saw a series of focus groups comprising policymakers (education, training, employment, economy), training providers, business organisations and civic interest groups critically reviewing national policies and identifying challenges and opportunities for development of policy and support systems for entrepreneurial learning and SME skills. A report from this exercise will be published and disseminated in 2015. Support to the region also included the formation of a high-profile network (policy advocates, policymakers and training providers) and a kick-off policy laboratory designed to bring forward women's entrepreneurship as integral feature of national economic policy in all countries. The women's entrepreneurship network and laboratory series will continue to feature in ETF's work in 2015.

### MAKING MORE OF GOOD PRACTICE IN TRAINING

In 2014, the ETF completed a three-part series of road-testing quality assurance tools for training providers. The outcome of the project is a good practice scorecard involving rigorous criteria and a peer review methodology and support tools, including an on-line platform where training providers will be able to submit their training practice for independent peer review. Three specific training areas road-tested in the period 2012-14, and centre pieces of the EU's 2020 objectives, will continue to be a priority focus between 2015-17: a) training for youth entrepreneurship, b) training for women's entrepreneurship and c) training for the internationalisation of SMEs.

### UPGRADING POLICY SUPPORT

Keen to ensure the most up-to-date policy messages are passed to its partner countries, the ETF worked with European Commission's education services and member state expert groups in three areas: entrepreneurial learning, school-based developments in entrepreneurship promotion and indicators for entrepreneurial learning. Key issues from all three have been used by the ETF to refine its policy support to the partner countries.

## EMPLOYMENT AND EMPLOYABILITY

In its continued support to partner countries development and implementation of employment policy the ETF elaborated a working paper on Active Labour Market Policies (ALMP) with a focus on youth. The paper puts forward a number of recommendations on how to better design and steer the implementation of ALMP policies and follow-up on their effectiveness. The key findings of the paper were presented and discussed in the EC/DEVCO organised training on Employment, Vocational Education and Training in European Development Cooperation in June, in Brussels. The paper was also used as a basis for discussions with different stakeholders during the FRAME Transversal Workshop organised in September, in Turkey. In addition, a regional overview of ALMPs in the Southern and Eastern Mediterranean has been conducted with concrete examples of good practices focused on youth and its results have been discussed at the ETF High-level Policy Forum with the Ministers of Education and Labour from the Arab Mediterranean Countries in November in Turin. In the field of skills matching and anticipation, the ETF, together with Cedefop and the ILO, finalised a compendium of six methodological guides that bring together current international good practice and experience concerning the most common approaches used for skills matching and anticipation in different economic and country contexts. The methodological guides were used as reference material for a joint ETF-Cedefop-ILO training on anticipation and matching for civil servants from transition and developing countries that was held in October, in Turin. The guides will also be used in the Eastern Partnership (EaP) countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova and Ukraine) within the Skills Matching project. The main objective of the project is to improve skills anticipation and matching approach in the region through exchange of experience and peer-learning across the countries by creating a network of skills matching experts. The first meeting of the network's experts took place in June, in Turin.

The ETF's work on skills anticipation and matching and the effectiveness of active labour market policies was disseminated at an event on lifelong learning held in Istanbul on 11-12 November. The ALMP mapping and results in the ETF partner countries provided inspiration to the participants, in particular the Turkish representatives and guided the workshop's conclusions on what works better at local and regional level for promoting youth employment, with a focus on skills development initiatives. Similarly, ETF continued its country-specific support in Georgia for the development of a labour market information system, in Ukraine for the development of a skills forecasting model and piloting and in Kyrgyzstan for the implementation of tracer study by pilot VET schools. In South Eastern Europe and Turkey the ETF began the implementation of a questionnaire focused on skills anticipation and matching. This work is part of a joint OECD/ETF/Cedefop/ILO initiative to identify effective strategies among countries for turning skill needs' information into policy action. The results will inform both national authorities and stakeholders and the international community enhancing the potential for mutual learning and good practice exchange. Information on skills anticipation, partnerships to increase knowledge on skills needs and the responsiveness of the education and training provision, gaps in available evidence and strategies to overcome them are just some of the topics which this action seeks to address. Following the closure of the FRAME project this initiative will allow the ETF to continue its support to partner countries seeking to improve their skills anticipation and matching approaches and reflect the FRAME roadmap.

The ETF continued its exploration of NEETs (young people not in education, employment or training) to better identify the extent and causes of this phenomenon in the ETF partner countries. For this aim it cooperated with a number of state statistical institutes from different partner countries for an analysis of NEETs and drafted a paper to review the results. The findings suggest that the most important reasons that explain why youth are NEET are individual characteristics (age, gender, education level) as well as socio-economic background of the families youth come from. Although similar patterns are observed in most partner countries in terms of difficult youth transition, the magnitude of NEETs and determinants of being NEET, large differences exist across the countries mainly based on gender norms and roles in societies. Other explanations for differences are the structures and performances of education and VET systems, functioning of local labour markets and economies in general (lack of skilled jobs). Finally, the relationship between education and labour market status is not always straight forward, but the role of VET is very important both in adapting the skills of higher educated to the needs of labour market and as an alternative to higher education for many youth. This work will form the basis for policy advice and capacity building actions in the partner countries.

As part of ETF regular support to the EC services, ETF did annual monitoring and update of education & training, labour market and employment policy developments in partner countries, through the annual update of 'employability fiches' for the countries of the both Eastern Partnership and the Southern and Eastern Mediterranean regions as well as the annual update of 'progress reports' for South Eastern Europe and Turkey. Finally, it provided support to the process of the Employment and Social Reform Programmes launched in Montenegro and Serbia upon the request of the Commission and provided ad hoc inputs to the EU regional policy dialogues upon request (EuroMed, UfM, EaP Platform 2).

## MIGRATION AND SKILLS

Following the lessons learnt from the previous ETF work on migration the ETF launched a project to compile an inventory of policy measures and good practices from a skills and employment perspective to support migrants and returnees (MISMES). The implementation of the project was assigned through an open tendering procedure to the European University Institute Migration Policy Centre. The results of MISMES will support partner countries to apply effective policy measures, lessons learnt and good practice for better labour market integration and skills utilisation of migrants and returnees via evidence-based migration management. In the second phase of the project in 2014 five country case studies were undertaken on Armenia, Georgia, Moldova, Morocco and Tunisia.

A technical workshop was organised on 29-20 September in Turin with the participation of five local experts and two country representatives from each of the five countries involved (Armenia, Georgia, Moldova, Morocco and Tunisia) and the European University Institute. The workshop focused on the presentation and discussion of the preliminary findings of the MISMES Global Inventory as well as the five country case studies on migrant support measures. This setting also provided a peer-learning opportunity for ETF partner countries.

The results of the MISMES Global Inventory show that little evaluation has been made of the impact of policy measures to support migrants and returnees. Key criteria used for the ETF evaluation of MISMES measures are economic cost-effectiveness and sustainability of policy measures (internal and external efficiency). Impediments to this approach include lack of proper data and difficulties in undertaking factual based evaluations. Sometimes policy objectives are driven by social or political ambitions within national systems influenced also by international relations. In addition to the classification of MISMES models implemented worldwide, the Global Inventory aims to identify the motivation for migration policy measures, funding arrangements, identification of the target beneficiary groups and their experience, conditions for success, and the value of the EU Mobility Partnerships.



*In 2014 the ETF continued to provide customised support to the EU Mobility Partnership agreements*

Additionally, the ETF provided inputs to the drafting of the text for the EU-Jordan Mobility Partnership Agreement (signed on 9 October), and to the EU-Morocco Mobility Partnership as well as to projects for their implementation. A mobility and migration dialogue was launched between the EU and Belarus to which the ETF, upon the request of DG HOME, provided comments and inputs to the draft Mobility Partnership Declaration. The ETF was also requested to join the EU Expert team mission in March 2015 for negotiations on the mobility and migration dialogue between the EU and Lebanon, which was launched on 10 December. The potential contribution of ETF to these Mobility Partnerships was included specifically in ETF activities on skills' dimension of migration and recognition and validation of skills and qualifications.

The ETF was invited to the EUROMED Migration III Review and Way Forward - Director General Level Conference on fostering a positive approach to migration in the Mediterranean - on 19 December in Rome at which it made a presentation on the importance of VET in contributing to the skills set of migrants, helping their integration and return, and ETF's role in this process.

## SOUTH EASTERN EUROPE AND TURKEY

In the context of the Enlargement Agenda 2013-14, the Europe 2020 Strategy and the SEE 2020 Strategy, the ETF assists the countries of South Eastern Europe and Turkey to make their VET systems relevant to the socio-economic needs and to take active part in the enhanced European cooperation in the area of vocational education and training.



*In 2014 the ETF supported countries to conduct VET policy analysis (Torino Process and Copenhagen-Bruges reporting) to modernise and innovate their VET systems while addressing their national skills needs*

### BRINGING THE CANDIDATE COUNTRIES CLOSER TO EU OBJECTIVES AND DEVELOPMENTS IN VET

The ETF supports the active engagement of the candidate countries with the Copenhagen process, helping them to benefit from the enhanced European cooperation in vocational education and training. The ETF assisted and coordinated the participation of the candidate countries (the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey\*) in the 2014 Bruges VET policy reporting. Based on the replies provided in early 2014 by the four candidate countries to the Bruges questionnaire and on the interviews with the candidate country Directors General for Vocational Training, the ETF conducted a cross-country analysis to feed – as a separate chapter - into the overall 2014 VET Policy report “Stronger VET for better lives” produced by Cedefop.

The main findings from the ETF analysis are:

- the Bruges Communiqué served as an inspiration for national reforms in the candidate countries;
- Bruges strategic objectives and short-term deliverables have been transposed into national policy documents and national legislations but their implementation has lagged;
- the progress of the candidate countries towards the majority of the short-term deliverables has been modest, there is a much room for improvement.

The analysis indicated that the candidate countries have prioritised the Bruges strategic objectives and deliverables according to their national agendas and have attached varying degrees of importance to them. To uncover and examine this complex interaction between national VET reform priorities and their efforts to meet the Bruges objectives, the ETF launched an ex-post policy analysis in Montenegro. Its first results show that the country has been relatively quick and successful in transposing the Bruges strategic objectives and short-term deliverables into national policy documents (strategies, plans, vision papers, etc.), as well as national legislation (laws, by-laws, regulations). The implementation of the policy and legal frameworks, however, has lagged due to the lack of effective partnership mechanisms and the shortage of continuous financial resources. In parallel to the assistance provided in the area of VET reporting under the Bruges Communiqué, in 2014 the ETF organised support activities to boost the active engagement of the members nominated from the candidate countries to the Advisory Committee for Vocational Training (ACVT) and Directors General for Vocational Training (DGVT). ETF support came not only as a recognition of the growing strategic importance of ACVT and DGVT meetings for VET policy development in the European Union and their strategic relevance for candidate countries, but also as a response to concerns that candidate country participation in the ACVT and DGVT meetings is not optimal, partly because of limited support from policy makers. The ETF organised two preparatory meetings for the candidate countries to empower them to participate actively in the ACVT and DGVT fora. The first preparatory meeting (conducted in May in Turin) enhanced candidate country knowledge about the Copenhagen Process, Bruges Communiqué and role of the ACVT and DGVT, and capacity to engage in the open method of cooperation whereby the European Council and Parliament agree on broad policy goals and member states and participating countries transpose guidelines into national and regional policies. The second preparatory meeting with the candidate countries took place in Tirana on 5 October and discussed the proposed new short-term deliverables under the Bruges Communiqué for 2015-2017. The meetings strengthened the capacities of the candidate countries to successfully participate in the ACVT and DGVT fora and offered opportunities for regional dialogue and exchange of experience.

\* Albania became a candidate country in January 2015 and therefore did not participate

# HIGHLIGHTS IN THE ENLARGEMENT REGION

**THE ETF CONGRATULATES ALBANIA ON RECEIVING EU CANDIDATE STATUS IN JUNE 2014, THUS REACHING AN IMPORTANT MILESTONE ON ITS PATH TO JOINING THE EU.**

## BOSNIA AND HERZEGOVINA

An important milestone within the implementation of the FRAME project was the establishment of an inter-ministerial working group with a mandate to draft a "Vision for Skills 2020: Bosnia and Herzegovina." During 2014 a series of workshops were organised in line with the foresight approach involving diverse stakeholders from across the country and various drafts were discussed. At the end of the year the preparation of the final version was still work in progress. Bosnia and Herzegovina took part in Torino Process 2014 round and a country report was prepared as an ETF-led assessment document.

## MONTENEGRO

In 2014, the Ministry of Labour and Social Welfare actively used results of FRAME Skills 2020 for fine-tuning the plans for IPA II and for the ESRP dialogue in Montenegro. A Strategy for Life-long Entrepreneurship Learning 2015-2019 was developed with the support of the ETF. Mechanisms for practical implementation and monitoring of school-based continued professional development of VET teachers have been developed jointly by the Bureau for Development of Education Services and the VET Centre as a result of the improved collaboration between the two institutions facilitated by the ETF. A self-assessment Torino Process 2014 report was submitted to the ETF for a peer review in December. An ex-post analysis was conducted under Bruges strategic objectives 5 and 6 (Fostering innovation, creativity and entrepreneurship, as well as the use of ICT; Realising inclusive I-VET and C-VET) with the support of the ETF.

## ALBANIA

The 2014 Torino Process self-assessment round was embedded in a comprehensive 9-month participatory process undertaken by the Albanian government to analyse VET and establish priorities under FRAME and led to the National Employment and Skills Strategy and Action Plan 2014-20. The ETF provided expertise for a background analysis and conceptual note for drafting a new legislative framework for VET and for a demand-side analysis to feed into the AQF (at national level - reviewing all available economic and skills needs and coming up with a revised national list of occupations; at regional level - suggesting qualifications that should be offered in each region).

## SERBIA

The ETF assisted stakeholders in Serbia to review the pilot experience with four sector skills councils and defined a way forward to develop a sustainable structure to support skills councils. Support was given for the development of a comprehensive NQF in the country. The Skills Vision 2020 report and the Torino Process 2014 self-assessment were finalised and submitted to the ETF.

## FORMER YUGOSLAV REPUBLIC OF MACEDONIA

The ETF supported the preparation of the EQF Referencing Report and an Inventory of Qualifications, as well as a draft concept paper on non-formal learning. A training workshop on validation of non-formal and informal learning was organised, while a concept paper on non-formal learning and draft action plan were discussed in Q4 and will be finalised in 2015.

## KOSOVO

A national skills vision for 2020 and a roadmap were developed as part of FRAME. The ETF continued to support the implementation of the Sectoral Strategy for Employment and Social Welfare (2014-20) through the provision of expertise on the nature and use of qualification types.

## TURKEY

In 2014 the ETF and national stakeholders worked on EU-funded long-term planning, monitoring and evaluation of progress. The Turkey Skills 2020 report was distributed to more than 600 key stakeholders and used for IPA II programming in the education, employment and social inclusion sector. Expertise was provided on various issues and the Torino Process 2014 self-assessment was submitted to the ETF in November.

## FRAME: SKILLS FOR THE FUTURE

The FRAME initiative – placing skills at the centre of human resources development in South Eastern Europe and Turkey, launched in 2013 and funded under the 2013 IPA-MB-Envelope – was successfully implemented in 2014. FRAME adapted and applied policy foresight methodology to the education and training sector in the region for the first time and combined it with capacity building and monitoring. FRAME rolled out its four components (foresight, review of institutional arrangements, monitoring and regional cooperation) in all the countries in 2014.

The FRAME initiative has elaborated a comprehensive package of methodological instruments for skills vision development/implementation and has reinforced the capacities of national actors to use and embed those instruments into their policy-making practices: a foresight methodological guide, a guide for reviewing the institutional arrangements and monitoring guidelines were produced, translated into the local languages of the region and made available on the ETF website; peer learning activities on foresight (Malta, May) and on monitoring (Romania, October), as well as two regional technical meetings on monitoring were organised.

Visions for 2020 skills were developed in all countries and Skills 2020 Reports for Albania, Bosnia and Herzegovina, Kosovo, the former Yugoslav Republic of Macedonia, Montenegro, Serbia and Turkey were produced and are available on the ETF website. The institutional arrangements to implement and monitor HRD policies were assessed under the FRAME initiative and the capacities for monitoring policy effectiveness were strengthened, including the elaboration of a set of indicators and the definitions of national targets for each country. A regional report (printed and available on the ETF website) was developed to provide a general overview of the findings across the countries, comparing experiences and insights and the potential for follow-up action.

Given the approaching end of the FRAME initiative (December), the ETF organised a high-level conference to reflect on the results achieved and on their contribution for improvement of VET and human resource development systems in the region. The conference, held on 6 October in Tirana in the presence of Albania's Prime Minister Edi Rama, gathered eight ministers and deputy ministers of education and employment along with senior officials from other relevant ministries, EU institutions, international and regional organisations, social partners.

Ministers from the countries stressed the importance of FRAME and its added value in streamlining policies and approaches to ensure better focus and coherence within a forward looking perspective. At the same time, participants referred to the remaining challenges in most of the countries: lack of coordination between different institutions and organisations in charge of HRD, the lack of sufficient and quality-checked data and the difficulties in attributing sufficient funds. On several occasions interventions reflected on the need to build capacities within the countries to manage and implement policies, one of them being a proposal from the Serbian Minister of Education to set up a regional observatory for skills matching and anticipation in South Eastern Europe. The officials from the European Commission stressed the importance of continuing reforms and streamlining policies under the new economic governance. The importance of training teachers and trainers was raised by several countries and supported by EU officials. Participants also discussed the role of social partners and their more active involvement in the reform process. They agreed that FRAME's added value is the introduction of a participatory, systematic and forward-looking approach towards national skills needs, with ample discussion and validation of findings by a wide range of stakeholders.




*Edi Rama, Albanian Prime Minister addresses the ETF's FRAME conference in Albania in October*



## SOUTHERN AND EASTERN MEDITERRANEAN

More than three years after the Arab awakening, job creation, skills and VET as well as youth employability in particular, remain high on the agenda. The situation in the region remains highly volatile and instable with political changes that slow the pace of implementation. Nevertheless, good progress has been made in several areas and countries



*The ETF made skills a core issue for the UfM Industrial cooperation agenda discussed by ministers of industry in February.*

### COUNTRY FOCUS MOROCCO

Overall, the Moroccan economy resists the global crisis, and GDP growth has recovered. But the country's labour market indicators continue to struggle and youth unemployment and low female activity rate show no sign of abating. Job creation is too low, company closure increased, and SMEs are the most affected. In 2014 the focus of ETF activities was on regional governance of education and training in the region of Tangier-Tetouan.

The government put efforts into developing the employment strategy and a renewed and more integrated strategy for education and training. However, adoption is slow considering the joint efforts made by different donors, including the EU. Steps were undertaken to create a legal basis to implement the policy of advanced regionalisation.

The second area of cooperation was the National Qualifications Framework (NQF). Thirdly, the Torino Process allowed a renewed analysis, while the country completed the evaluation of the achievements and issues of over a decade of the National Charter of Education and Training. This analysis has fed into revisions of the strategy still to be adopted.

In Tangier-Tetouan our efforts focused on developing a methodology and analysing the (mis)match "training-skills-labour market demand" in two sectors of substantial contribution for the region's economy and investment: automobile industry and logistics. The project outputs - technical package and analytical reports - are valuable for the stakeholders in the region. Moreover, the project continued to support the Regional Working Group, through joint technical workshops. Finally, the project fostered a new of dialogue with the National Observatory of Employment, aiming to secure sustainable support for the establishment of an integrated information system on skills and jobs at regional level. The discussion of final results of the mismatch analysis and recommendations is at the heart of the project's final step, scheduled for 29 January 2015 in Tangier. But stakeholders ask for more and continued actions further on: which factors for sustainability; which format for the regional governance of training-employment? This will be the other key topic of the final workshop. The project representatives from the policy-making bodies will help place these issues within the agenda for action of the government.

On the national side, the NQF remains an ongoing construction site. Issues of weak leadership and different expectations among the stakeholders (state vs private sector) justify the slow progress. But progress was done on the institutional dimension, with the adoption of the legal act establishing the National NQF Commission, comprising ministries and the employers' confederation. ETF supported these stakeholders in launching the activities of the new National Commission, notably, with capacity building, support to networking with European peers, and drafting the new roadmap and the internal regulation for operationalization of the National Commission. These first steps will be followed in 2015 by more institutional building work coupled with technical experimentation on qualifications.

## TUNISIA

The ETF completed the identification of the new EU intervention to support private sector development, VET and employment. The ETF provided inputs to several meetings of the Mobility partnership on issues linked to the skills dimension of migration.

In Medenine, the project to support the regionalisation of VET completed the innovative actions (with a course on *être professionnel*) and the capitalisation plan to disseminate lessons learnt and tools was agreed with the Ministry of VET and employment. The first five fact sheets summarising experience and lessons were produced and a national seminar to share the tools for tracer studies and skills needs analysis was held. The GEMM pilot project started at the end of 2014 in the Gabes region to support VET regionalisation. The project aims to strengthen VET partnerships to improve the employability of job seekers, especially through skills anticipation and better governance at the territorial level. Local actors opted for two pilot economic sectors: mechanics and construction.

## ALGERIA

Activities focused on the dissemination of the SBA assessment. The GEMM pilot project was approved by the Minister of VET in October focusing on support to the *Fond National pour l'Apprentissage et la Formation Continue*, for skills needs identification in the region of Blida.

The Algerian example of local development - the El Arghoub association in Laghouat for the preservation of local agricultural techniques was selected as part of the ETF initiatives on "Entrepreneurial Communities".

In November 2014, Algeria was officially accepted as a project partner of the regional project "Qualifications for the Mediterranean"

## LIBYA

Activities in Libya were suspended given the security and political instability. Libya continues to participate to cross country activities under the GEMM project and ETF corporate events.

## MOROCCO

The ETF delivered a roadmap for the NQF project and an internal rules manual for the National Commission that should lead on the NQF in Morocco. Changes in the Ministry may lead to delays on the next steps. In Tangiers-Tétouan, the functional analysis of the Central Direction of VET at the Ministry of Education and Higher education and two regional VET directions (Casablanca and Tangiers) has been concluded. The GEMM pilot project component on skills needs analysis in the automotive and logistics sectors has been completed, as has a toolkit for skills demand and supply analysis. These will be discussed early 2015 at a conference to provide a perspective for the regionalisation of VET. The EU Delegation confirmed its request for the ETF to provide technical advice on the design of the new EU intervention in VET.

## EGYPT

The ETF completed the Torino Process report with a sound analysis shared with all stakeholders in December, including the Deputy Minister (now Minister) of VET. A GEMM pilot project to establish a decentralised partnership between enterprises and TVET providers will take place in the governorate of Menoufia. The EU Delegation confirmed the request for the ETF to provide its technical advice to the VET III project documents.

# HIGHLIGHTS IN THE SOUTHERN AND EASTERN MEDITERRANEAN

## PALESTINE

For the qualifications project, the ETF, in cooperation with GIZ, supported the Khadoorie Centre of Competences in the development of competence based qualifications in the fashion design sector by supporting teachers in the new competence based pedagogy. Furthermore, the centre and local employers from the Tulkarem governorate, has started working on a methodology to develop competence based CVT qualifications on the basis of individual modules of the newly developed initial qualifications. A GEMM pilot project to increase the employability of youth and women was launched. In close cooperation with the all key TVET stakeholders, the ETF prepared the 2014 Torino Process report, which was presented and validated in a high level conference, jointly organised with GIZ and BTC, focusing on monitoring and evaluation.

## SYRIA

Following the violent repression of anti-government protests, the EU suspended all ongoing bilateral programmes under the ENPI and MEDA.

## LEBANON

The results of the Torino Process, in cooperation with the EU Delegation and AFD, were presented at a high level forum involving the Minister of Labour and the Director General of VET. It informed the prioritisation of VET reform in the country. In entrepreneurial learning, an inventory of initiatives on non-formal learning was carried out and an action plan to mainstream entrepreneurship in education is under development. The GEMM pilot project setting up Guidance and Employment Offices in six public schools is advancing and the first training for the school staff will take place in January 2015. INJAZ, an entrepreneurial learning good practice, was selected in the framework of the ETF "Entrepreneurial Communities" project. The ETF continues to be engaged in the identification of a new EU intervention in the field of VET and employment. However, slow progress is noted in the modernisation of the VET system.

## JORDAN

As part of the PRIME project, the draft Issues Paper that identifies an agenda for action on female participation in employment in Jordan with a particular focus on transition to work and the contribution to VET was delivered. A validation meeting organised in December in Amman discussed the factors which cause low female participation, why they are significant, who is most affected, what solutions there could be. A stakeholder consensus about these questions enabled policy options to be assessed along with the establishment of assessment criteria. Costing is on the agenda for 2015. A GEMM pilot project to develop and implement an apprenticeship training programme for women was launched in cooperation with other partners. The ETF also organised a high level seminar on qualifications frameworks to support the policy dialogue in Jordan linked to the E-TVET sector EU budget support. The ETF provided input on the benchmarks and the terms of reference for a new sector policy support programme. Moreover, the ETF supported the EU negotiation of the Mobility partnership.

## ISRAEL

The ETF's analytical work (Torino process, ALMPs study, social inclusion study) was shared at the high level OECD-BIBB conference on "skills beyond schools". The ETF continued to facilitate exchange with bilateral donors, namely Austria for an exchange on work-based learning and supported national dialogue on NQF issues, organising a one day workshop at the ETF premises. A GEMM pilot project to boost socio-economic development in the South of Israel was launched.

## GOVERNANCE FOR EMPLOYABILITY IN THE MEDITERRANEAN: GEMM

2014 represented the second year of implementation of the project. The project focuses on improving the governance of VET systems in all countries of the region (Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestine and Tunisia) . It engages actors at national and sub-national level by encouraging cooperation between government, trade unions, employers' representatives and civil society. The project aims to maximise institutional capacities and contributes to increasing ownership among stakeholders of on-going VET reforms. A National Committee has been established in each country to monitor and support the implementation of GEMM activities. In order to avoid a proliferation of coordinating mechanisms, the committees are usually the same as those that oversee the Torino Process and other ETF activities in the country.

Based on a conceptual model of multilevel governance developed by the ETF, in 2014 a national mapping and analysis of VET governance have been carried out in all countries with a focus on planning, financing and quality assurance. Based on national reports already published, a cross-country report has been completed. This has allowed gathering a comprehensive picture on VET governance as regard institutional settings, stakeholder functions and roles as well as on continuing vocational training policies and systems.

In 2014 the capacity building activities of stakeholders (VET and employment authorities, social partners and representatives of civic society) at local, national and cross-country levels continued via cross country events (the regional conference, the study visit in Romania) and the ongoing work via the pilot projects.

All pilot projects were identified in 2014 and all have started its implementation (some of them at very advanced stage like the one in Morocco and Jordan) with the exception of Egypt for which agreement was only reached at the end of 2014. Activities in Libya were put on hold given the security situation.

In 2015, the project's focus will be on the pilot projects and the continuation of the capacity building programme. Pilot projects are innovative actions at local level to put in practice partnerships between VET, the business sector and civil society on issues of concern to the country, such as skills matching at local level, career guidance, etc. Thanks to the interaction with national committees and based on the relevance of the specific choices made by the country on the topic, pilot projects inform, based on practical experimentation, lessons learnt into national policy debates.

## ENTREPRENEURIAL LEARNING AND SKILLS FOR SMES

ETF presented the key findings of the Euro-Mediterranean Enterprise Charter assessment 2013 (also known as Small Business Act) with regard to the human capital dimensions : Entrepreneurial Learning, including Women Entrepreneurship and Skills for Enterprises at the Union for the Mediterranean Ministerial conference to re-launch Industrial cooperation between the European Union and its partners in Northern Africa and the Middle East held in Brussels on 19 February. Results were also shared in other international fora, such as the Naples SME Assembly, and the Mediterranean business week held in Barcelona.

The assessment shows that since the last review in 2008, some progress in building policy frameworks for lifelong entrepreneurial has been made but progress remains slow. Education ministries, business and industry ministries need to come together and co-work policies. There will only be real progress through real partnership. There are excellent initiatives in all countries to build potential of women's contribution to the national economy. The assessment has shown that more can be done particularly to support training, advisory services and mentoring support to budding women entrepreneurs and those ready to grow their businesses. There is a very reach offer of training for businesses but access, in particular for small businesses is still a key issue for its effectiveness. The next step is to put more efforts to make the training more in line with the needs of the business community, in terms of timing, content and quality.

In order to disseminate the findings of the assessment of the implementation of the Euro-Med Charter for enterprises, the ETF with DG Enterprise and OECD and in close cooperation with DEVCO and GIZ (implementing agency of an EU regional project) organised national dissemination events in all the countries. A first round of capacity building events took place with two countries, Algeria, and Jordan focusing on issues linked to skills for SMEs.

## EMPLOYABILITY IN THE MEDITERRANEAN

The ETF completed the regional analysis on employment policies in eight Arab Mediterranean countries (AMC) - (Algeria, Jordan, Libya, Palestine and Tunisia, Egypt, Lebanon and Morocco) with specific focus on Active labour market policies. The report is a tool to foster exchange of experiences among AMCs and to facilitate evidence-based policy making. The report focuses on employment policies in the region and in particular on the potential of ALMPs to increase youth employability. It provides an overview of ALMPs and examines constraints and opportunities for their development and implementation. The cross country and national reports have been shared with DGEMPL, EU Delegations, UFM Secretariat and other relevant partners and fora, such as the EuroMed EESC 2014 plenary meeting.

Youth employability was also at the centre of discussions at the third Arab Mediterranean Policy Leaders Forum (PLF) that was organised by the ETF on 20 November in Turin. The purpose of the PLF was to facilitate dialogue and peer-learning among policy makers in the field of vocational education and training and to contribute to the European Commission's policy dialogue with partner countries to analyse the results of the Torino Process and the progress achieved. The PLF focused on evidence based discussion among policy leaders from AMC, EU and the international organisations on what progress AMC's have made to improve employability, what are the emerging priorities and how VET policies should be formulated to provide predictable and sustainable results. The European Commission presented the Youth Guarantee case.

### Q4M

The Qualifications for the Mediterranean project achieved important results in 2014. The technical work included the development of two new common profiles that are bringing together the common tasks and subtasks and the related knowledge, skills and competences of two job profiles, the tiler and the room attendant. The common profiles will be submitted for final approval to the Euro-Med Strategic Committee in June 2015. In this way, the ETF contributes to south-south mobility and regional competitiveness.

In parallel, the technical teams in each country have described and analysed those qualifications that in their respective countries are relevant for the four old common profiles (bricklayer, site supervisor, receptionist and waiter) and for each qualifications analysed they have prepared a certificate supplement, that is largely based on the format used in the European Union. Following this work, each qualifications was analysed against the agreed and validated common profiles. This in-depth analytical work has the objective to support the countries to better understand their qualifications, the way that they are designed and evaluated to draw conclusions on priorities for further developing their qualifications and qualifications systems to enhance their quality and making them more relevant to the labour market. This work has also allowed to use regional project results at national level, for a closer articulation and interaction between the regional project work and the national on-going or future developments in the field of qualifications and qualifications systems.

Capacity building activities issues continued in 2014, particularly through the organisation of a peer learning activity to discuss the role and involvement of social partners in qualifications. Topics for 2015 were discussed and agreed in 2014, and the focus is primarily on quality assurance of qualifications.

The Euro-Med Strategic Committee met twice in 2014 and was complemented by a written consultation during summer. The Euro-Med Strategic Committee, which is functioning as a steering committee for the project, concluded in Marrakesh in November 2014 that the project has a clear value in both facilitating and stimulating the debate on issues linked to qualifications and that the technical work contributes to creating conditions for the recognition of qualifications towards a regional area of trusted qualifications. The EMSC asked for a more stable membership of the committee while the partner countries from the South called for a closer involvement of the EU Member States. The EMSC agreed to the involvement of Algeria in the project.

The project methodology and results have been used and are being used in the framework of the EU mobility partnerships agreements with Morocco, Tunisia and Jordan. Furthermore, the project has also been shared in the framework of the 5+5 dialogue.



Representatives from the region discuss issues of governance as part of the EU-funded ETF GEMM project.

## EASTERN EUROPE

In the context of the European Neighbourhood Policy, ETF activities help improve the relevance of VET provision to meet the demands of the labour market; support lifelong learning; and reinforce the overall governance of VET. The ETF assists the European Commission in implementing the components of the Eastern Partnership related to employment and education and in developing the Mobility Partnerships.



### CONTINUING VOCATIONAL TRAINING IN EASTERN EUROPE

The regional project on continuing vocational training (CVT) in Armenia, Azerbaijan, Belarus, Georgia, the Republic of Moldova, Russia and Ukraine that was launched in 2011, has been finalized with a conference in October 2014 in Moldova. The conference was co-organised with CORLEAP and with support of the Eastern Partnership Platform 2. The key results of the projects were disseminated to a diverse group of stakeholders from Eastern European countries and Kyrgyzstan, as described below.

The countries have presented the outcomes of their actions on sector skills councils (SSC) and validation of non-formal and informal learning (VNFIL). A paper on pros and cons of regional and sectoral approaches to VET has raised the awareness about a stronger role that local and regional authorities can play in the skills dialogue and in particular in promoting local partnerships between VET schools and companies. The conclusions of the conference point at: non-formal learning now in the VET agenda; strengthening a coordinated policy approach for CVT within both governments and social partners; common investments through public-private partnerships; develop skills analyses, standards, qualifications; in these tasks involve SSCs, and develop them further in order to bring education and training ahead; social partnership in VET is understood but long way to become effective; sector skills councils good approach towards institutionalisation; value the existing good practice; work-based learning to be increased in both initial and continuing VET; acknowledge non-formal learning and continue the work on validation (VNFIL); approve the VNFIL methodologies that were developed with ETF; skills needs analysis is the starting point to make VET more relevant; skills analyses also operationalise the sector councils' role.

The project has supported the concepts and practice of sector skills councils. In the Republic of Moldova a demand analysis of skills in the construction sector was carried out. The paper on "Support to the Sector Skills Councils in Azerbaijan - Reviewing Structures for Social Partnerships for Vocational and Continuing Vocational Training in Azerbaijan: Establishing Three Pilot Sector Skills Councils" was finalised at the end of August and its main features have been presented at the final CVT conference. Belarus' objectives and approach for the two foreseen sector skills councils has been revised after stakeholders' consultation and the government has stated to expand the number of sector councils in 2015.

Pilot projects on the validation of non-formal and informal learning have been implemented for chef cooks in Armenia and Ukraine. The methodologies have been simplified and tested in a second round of validation. There is now a small pool of local experts and examiners/ assessors that can operationalize VNFIL. In Georgia the VNFIL concept paper has been finalised and agreed by national stakeholders.

The Policy Brief 'CVT in EE' was finalised and presented at the international Adult and Continuing Training conference organised by the Finnish association of adult and continuing learning (Skyli) in June.

## BELARUS

The ETF provided substantial input to the EU Delegation for a new project on VET and to the technical experts who developed the terms of reference for the project. The ETF facilitated the debate on clarifying the roles of national partners in the development of the NQF. The self-assessment draft of the Torino Process report will also guide the discussions on the roadmap for introducing quality assurance in VET. Belarus has agreed on two sector councils on public administration and ICT. The concept and objectives of the councils have been revised with ETF support that also focused on the engagement of employers in the councils.

## UKRAINE

Five Ukrainian regions (Vinnytsia, Kiev, Khmelnytsky, Dnipropetrovsk and Sumy) have developed a Torino Process report, which fed into the national report validated in October. The problem identification phase was concluded and the global direction for policy options defined. The Federation of Employers established the Institute of Professional Qualifications to guide the development of occupational standards and qualifications. The Ministry of Economy was supported in developing a national skills anticipation methodology. A conference on institutional aspects of quality assurance in HE and VET was held in December jointly with the Council of Europe, the British Council, Federation of Employers and the government. Different scenarios and options for dealing with QA were identified.

## REPUBLIC OF MOLDOVA

The management of the Torino Process was entrusted to the Institute of Educational Science (IES) - Republican Centre for VET Development. The draft report was validated in November by the key national stakeholders. The social partners played an active role in the analysis of the draft lifelong learning strategy that was finalised in September. The final draft of "Progressing towards the Moldovan NQF" was developed and the vocational qualifications format (qualifications dossiers) was elaborated together with the NQF working group. The EU project will facilitate its implementation. A new skills needs analysis was carried out in the construction sector.

## ARMENIA

The ETF prepared a report and drafted a project fiche for the EU Delegation on VET in agriculture for future programming. National stakeholders identified obstacles and policy options for developing work-based learning. The key conclusion was that employers want the government to give them incentives for this. Twelve vocational schools were monitored on their career guidance practice and coordinators have developed their capacities in ETF workshops to focus more on the needs of the labour market. The Torino Process was drafted and validated by national stakeholders. The mainstreaming of pilot reforms, the development of the Armenian NQF, sector skills councils and cooperation between education and business were identified as key challenges.



## AZERBAIJAN

Expert input was delivered to the project identification of the EU support in the VET sector and in the area of employment (skills anticipation, social partnership and occupational standards) for the next EU annual programmes. Azerbaijan has prepared a Torino Process self-assessment and included a report on achieving EU benchmarks. It confirms the focus of the new VET reforms on quality as opposed to quantity. A concept paper for supporting the establishment of three pilot sector skills councils was developed with key stakeholders in October. The ETF has also advised the ministries of Labour and Education on legislative acts for enforcing the methodology for occupational standards, qualifications and institutional implementation.

## GEORGIA

The Torino Process self-assessment was validated by national stakeholders. Improved social partnership, a review of the NQF and improved mobility in the education system were identified as priorities. An ETF draft concept note for establishing a labour market information system was presented to the government in September and local stakeholders were trained on labour market information resources and methodologies. The ETF gave recommendations for policy development to improve and extend training for the unemployed. The ETF facilitated a knowledge sharing debate between the Georgian and Ukrainian employers association, which stimulated a lot of interest in the employer led sector skills councils.

## RUSSIA

The Ministry of Education took the lead in a broad stakeholder dialogue on the Torino Process. The draft report was validated at the international conference on Lifelong Learning and Adult Education of the ministry on 26 November. The Ministry of Education decided to use the Torino Process methodology for its monitoring of VET developments and reporting of the regions. Moscow City has drafted its report from the regional perspective. The St Petersburg region also expressed interest in participating in the 2016 Torino Process. A seminar on the European Credit System for VET raised awareness on the importance of moving to learning outcomes and credit units for Russian VET.

## TORINO PROCESS IN EASTERN EUROPE

Through the Torino Process 2014 exercise, the countries of the Eastern Partnership and the Russian Federation self-assessed their VET policies and systems, to depict the state of art, appraise progress and identify near future priorities. The countries have set VET as a priority embedded in national strategic objectives, linked to human capital development for economic modernisation and growth, giving VET a place in the national policies which it did not hold up to five years ago.

The findings and policy options of the Torino Process country assessments were analysed and translated into recommendations at a conference in Tbilisi on 3-4 December under the aegis of the Eastern Partnership Platform 4. The following common aspects were identified. VET sector strategies across the region aim at better quality provision, implying relevance to the labour market needs and attractiveness for students and families. To this purpose, ongoing reforms cover establishment of mechanisms for skills anticipation, and redesign of the occupational standards among other aspects, although intensity of implementation varies between countries. Some countries are also re-designing qualifications or qualification frameworks and, those endowed with either national or EU resources, refurbishing the infrastructure. A recent topic in some countries is the potential efficiency gains through reviewing the VET provision in the light of national and local labour market needs.

The increase of VET attractiveness is becoming a central issue, given that enrolment rates are low while on their part employers continue to voice dissatisfaction. Attractiveness depends on several aspects, from increasing the practical and work-based dimension in VET, to adequately train the teachers and making the profession appealing for young teachers. Education and business cooperation is in all countries a priority, to involve social partners at national as much as at school level.

Finally, the awareness of the social inclusion role of VET is rising. The aging of population, the international and domestic migration, the persistence of sometimes severe poverty, the number of unattended or disable children, have become structural factors. VET is seen as having high potential for addressing them; hence more developments can be expected in this direction.

## SUPPORT TO THE EASTERN PARTNERSHIP

The ETF supports EU Platforms 2 and 4 of the Eastern Partnership. Under Platform 2, which promotes economic integration and convergence with the EU, the ETF organised a project on skills matching to share policies and good practice among the countries of the Eastern Partnership. In June the 'Make it Match' network for skills anticipation and matching was set up. The first network meeting emphasized the importance of improved coordination among stakeholders and the creation of a coordinating body for skills anticipation at national level.

In 2012, the ETF carried out the first SBA assessment in Eastern Europe together with the European Commission, OECD and EBRD. In 2014, the policy assessment methodology and indicators were reviewed with the SBA coordinators of the EaP in July and the set of indicators has been extended. The second round of the SBA assessment has started in October with fact-finding missions to the EaP countries. The first laboratory on women entrepreneurship was organised under the EaP Platform 2. Policy makers and women entrepreneurs exchanged policies and innovative practice for promoting women entrepreneurship.



*In Belarus, the ETF is helping the EU to prepare a new project for VET reform*

## CENTRAL ASIA

In the five Central Asian countries, the ETF supports the European Commission in implementing the Central Asia Education Initiative and seeks synergies in promoting regional cooperation, national and regional policy dialogue and a shared approach to policy learning. ETF activities deal with three main areas: VET governance, the attractiveness and quality of VET, and education and business cooperation.

### SCHOOL DEVELOPMENT

*In the five Central Asian countries, the ETF supports the European Commission in implementing the Central Asia Education Initiative*

Improving school management and supporting the active participation of school managers in vocational education development is the focus of the ETF's regional project in Central Asia. The project stimulates policy dialogue on improving the conditions for school development; develops and implements capacity building modules of school directors and trainers; and creates networks of vocational schools in Kazakhstan, Kyrgyzstan and Tajikistan and will extend them to Uzbekistan and Turkmenistan.

The results of phase two of the project were presented at the Dissemination Conference in September in Dushanbe. The regional policy dialogue has led to a better insight into policies and practice on how ministries steer and monitor VET schools and how VET school managers can take initiatives within their decision making mandates. The dialogue has focused on quality assurance and on education and business cooperation. The participants agreed to develop the dialogue further through using policy simulation techniques targeted at specific policy problems.

A second result was the development and dissemination of the capacity building programme for VET school managers. Teacher training institutes and school managers from the countries gave examples how they were using the Teachers Handbook in their environment. The third result are the 14 communities of practice (CoPs) of VET schools in the three countries that were established in phase two of the project. The CoPs presented successes booked in social partner engagement and practical training arrangements in the schools, or for improvements in the teaching methodologies and training of teachers and trainers. The most important benefit of the CoPs is the exchange of experience and opinions between schools. Creating links of the CoP work with policy making and makers is considered a key element for promoting the use of the CoP instrument.

The Republican Scientific Methodological Centre (RNMC) of Kyrgyzstan has started to use a number of tools ETF had proposed for improving in-service training provision in 2013-2014. The RNMC has carried out a first survey to better understand training needs, has started to use participant self-assessment and feedback and overall has introduced more interactive approaches in its training provision. The Centre is also exploring how it could make more systematic use of School Development modules.



*Amongst other activities, the ETF's School Development project in Central Asia creates networks of vocational schools in the region.*

## KAZAKHSTAN

In order to prepare policy recommendation for increased employer engagement in VET, a study on school-enterprise cooperation was developed with the Kazakh national and regional stakeholders. The study and its methodology were enriched with a tracer study with VET graduate experience in their transition from school to work. Data collection and analysis in all three Kazakh regions was largely finalised and the report is expected in March 2015. It focuses on evidence creation for the practice and perceptions of school-enterprise relations at regional and local levels. Kazakhstan has prepared first drafts of the Torino Process, which was done for the first time as a self-assessment. Validation will be done in spring 2015. The country has made a shift towards VET for innovation.

## UZBEKISTAN

Policy makers, vocational schools and employer representatives assessed progress in business-education cooperation in two round tables. The Ministries of Education and Labour agreed on the outline for development of a national qualifications framework. The ETF drafted the Torino Process report. The main recommendations were supported in the validation seminar. The need for stronger inter-institutional cooperation, matching supply and demand of skills and increased engagement of the private sector in VET were identified as key priorities. The ETF supported the EU Delegation on an EU project on VET in rural areas and on the increased involvement of the private sector, in particular SMEs, in VET.

## TURKMENISTAN

The community of school directors participating in the EU project shared their experience about introducing newly developed curricula and the challenges of VET school leadership. The directors also agreed on a list of priorities for further capacity building. Inputs were delivered to the new EU technical expert, who is responsible for preparing the new EU VET and general education project and to the EU Delegation and to DEVCO for the EU-Turkmenistan Joint Committee. Furthermore, an outline for EU support 2015-20 has been prepared for the Delegation.

# HIGHLIGHTS IN CENTRAL ASIA



## KYRGYZSTAN

The tracer study methodology was adapted after initial piloting in five vocational schools and subsequently in 16 schools in Bishkek and south-Kyrgyzstan. The Asian Development Bank and G20/ILO agreed to use the methodology for mainstreaming in initial and secondary VET through their new projects. At a conference in October, the Ministry of Education and the VET Agency embraced the methodology and launched the mainstreaming process. Six sector skills councils are taking off and discussing their mandate. Six members learned from sector skills councils in Eastern Europe at the final CVT dissemination conference in Chisinau in October. The draft Torino Process report was validated by national stakeholders on 30 September. Labour market information systems and anticipation, social dialogue and sector skills councils and NQF development are considered key challenges.

## TAJIKISTAN

The Torino Process self-assessment was validated by national stakeholders at the end of September. Quality and quality assurance, education and business cooperation and professional development of VET school managers, teachers and trainers are the three key challenges. Stakeholders in three regions shared experience in monitoring VET quality at school and local levels. The EU project fiche on quality education support, to which the ETF contributed has been approved. the project has a large teacher training component.

## CENTRAL ASIA EDUCATION PLATFORM

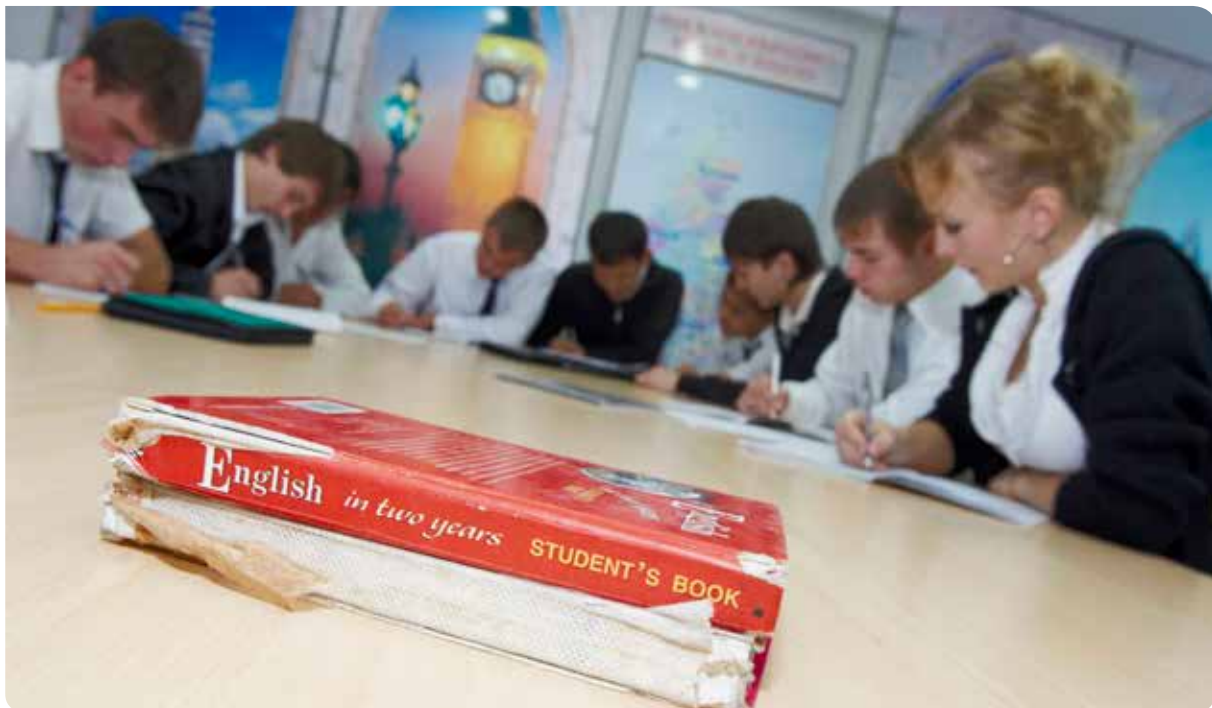
The ETF has delivered an expertise contribution to the regional conference of the Central Asian Education Platform (CAEP) on teacher training and quality assurance in May in Istanbul.

## THE TORINO PROCESS IN CENTRAL ASIA

The regional report of the Torino Process 2014 for Central Asia was presented at the CAEP conference in Bishkek, Kyrgyzstan on 11-12 December. Despite very different socio-economic realities all Central Asian countries have over recent years put a strong emphasis on education and VET reform and dedicated important budgetary resources to these. All countries can demonstrate developments in the formulation of VET related strategies and put strong expectations on the development of better interaction of the VET system with the labour market.

The Torino Process findings consider the following key challenges in the region:

- Labour market relevant VET: The formulation of what represents a relevant VET system and provision can only take place through a strong involvement of enterprises and social partners in the process. This should happen at national and regional/provider level. ETF was asked to continue to support social dialogue, the operationalisation of sector councils and the development of coherent policies for education-business cooperation. Furthermore, there is a need to develop tools which support a better understanding of labour market and skills needs at system and provider level.
- Quality VET provision: The capacity of schools to provide quality VET provision lies at the heart of a successful VET system. This requires well trained VET staff (managers, teachers, trainers) to be able to implement the new approaches foreseen by VET reform and adapt to new conditions. In particular the areas of teacher in-service training moving from supply to demand driven training and quality assurance and management at national and local/school levels were seen as critical.



*The Torino Process in Kazakhstan concludes that teachers and trainers have an important role in implementing new policies.*

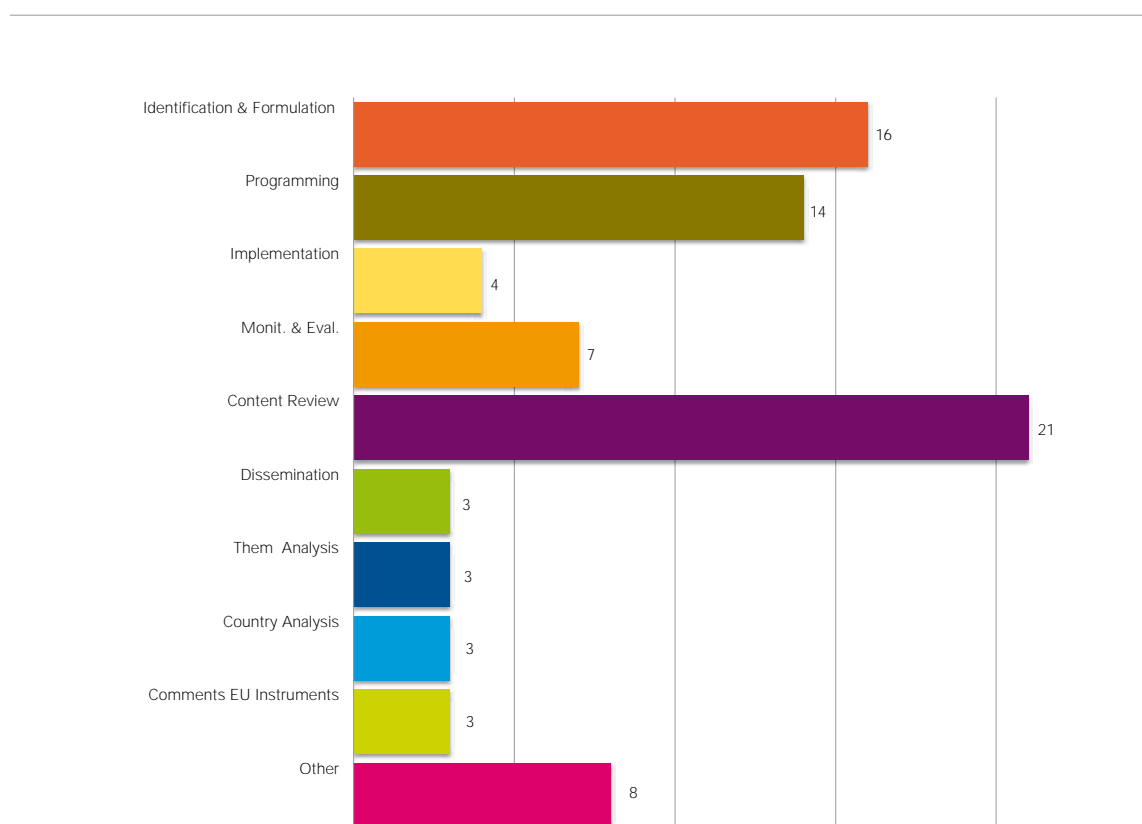
## 2. SUPPORT TO THE EU

All the work of the ETF supports European Union policies. This section presents the requests made during the year by different Commission services. The specific work undertaken for EU external assistance projects and programmes is presented in a separate section.

### EC REQUESTS

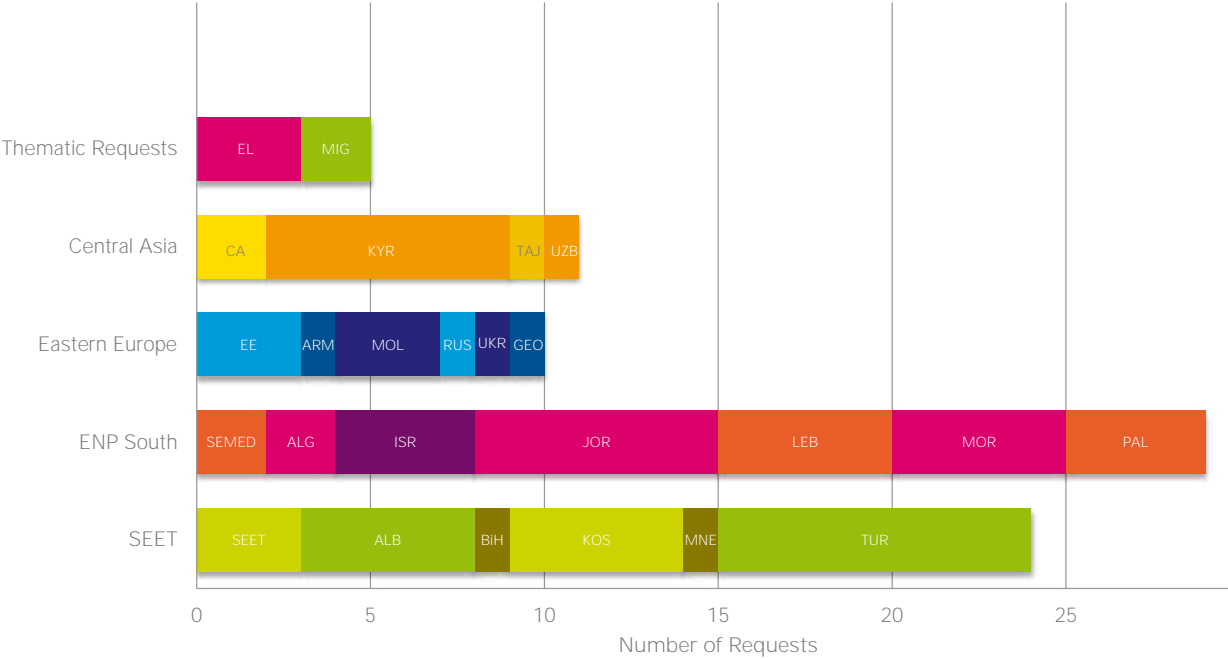
During the year the ETF receives formal requests from various Commission services. These requests are registered in a database and most of them are foreseen in the work programme. In 2014, an additional 21 requests were received (26% of the total), leading to an overall total of 82 (there were 78 in 2013).

### EU REQUESTS 2014 BY TYPE

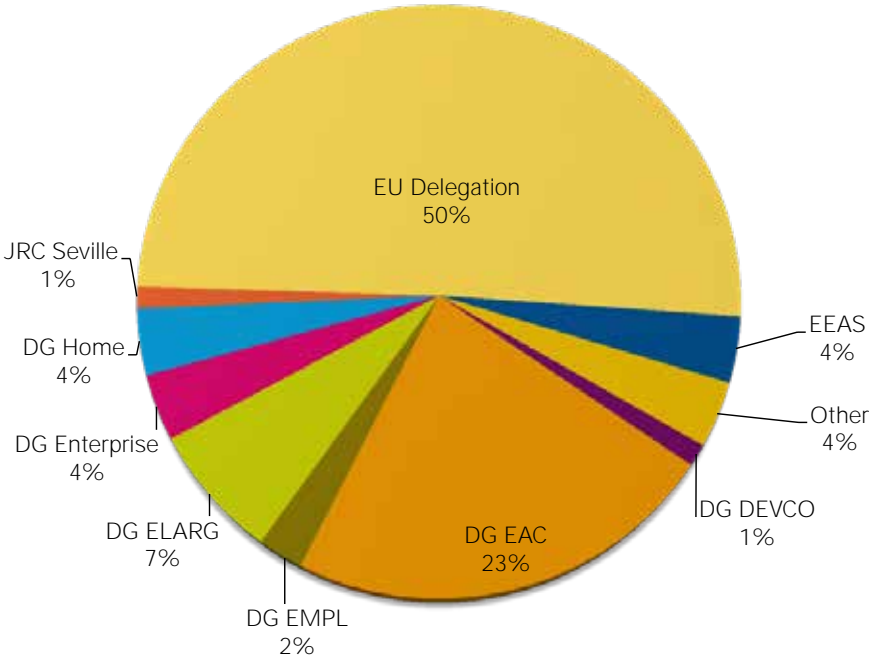


The majority of requests are related to the EU external assistance projects and programmes (79%) in the partner countries. A total of 42% of the requests were made for Southern and Eastern Mediterranean countries, 24% for South Eastern Europe and Turkey, 17% for Eastern Europe and 7% for Central Asia. Currently the highest number of requests come from the EU Delegations, followed by DG EAC. In Q4 2014 new requests came from DG EAC and DG EMPL.

## EU REQUESTS BY COUNTRY/REGION



## EU REQUESTS BY SERVICE REQUESTER





## COUNTRY PROJECT CYCLE INTERVENTION

| COUNTRY                               | PROJECT CYCLE INTERVENTION  | TIMING AND PLANNING   |
|---------------------------------------|---|---|
| Albania                               | IPA 2013 VET project: ETF Feasibility study on Multifunctional Centres and ETF-GIZ VET providers' baseline survey as inputs into the design of the project; expertise inputs and comments on the terms of reference | Q2 and Q3 2014  |
| Bosnia & Herzegovina                  | IPA 2012 Lifelong learning project (components on Qualifications Framework and Quality in VET): review of the terms of reference  | Q1 2014   |
| former Yugoslav Republic of Macedonia | IPA (I and II) programming: FRAME outputs as a basis for programming in the social sector   | 2015  |
| Montenegro                            | IPA II programming: FRAME outputs as a basis for programming in the HRD sector  | On-going  |
| Montenegro                            | Employment and social reform programme: expertise inputs  | Q3 2014   |
| Serbia                                | IPA 2014 VET project: expertise inputs to the VET governance and NQF development components   | Q3 2014   |
| Turkey                                | HRD Sectoral Operational Programme IPA II: FRAME results used as a basis; expertise inputs to the sections on education, employment and social inclusion (including indicators);                                    | Since Q2 2014   |
| Turkey                                | Employment and social reform programme: FRAME results as a basis; expertise inputs  | Since Q2 2014   |
| Turkey                                | "Strengthening National Qualifications System-II (UYEP-II) Operation": comments on the Operation Identification Sheet   | Q3 2014   |
| Turkey                                | 'Strengthening National Vocational Qualifications System and Implementing the Turkish Qualifications Framework Operation": comments on the Operation Identification Sheet   | Q3 2014   |
| Turkey                                | Forthcoming Lifelong Learning 2 programme (to be supported by IPA I and followed by IPA II): expertise inputs to the design   | Q4 2014 and 2015  |
| Turkey                                | EU funded programmes in VET and lifelong learning: ETF member of the SC   | 2014  |
| Turkey                                | Comments on the terms of reference on 'software and labour force database' for skills forecasting   | Q4 2014   |
| IPA Multi-beneficiary                 | Regional Support for Inclusive Education: ETF member of the Steering Board  | 2014  |
| Egypt                                 | Support to start-up phase of TVET II (formal request pending)   | Expected Q1 2015<br>Content monitoring (formal request pending) of TVET II - expected Q4 2015 |

| COUNTRY                      | PROJECT CYCLE INTERVENTION   | TIMING AND PLANNING   |
|------------------------------|--|---|
| Jordan                       | Comments on identification fiche for a new SPSP in Q1 2014                 | ETF member of the SC of new SPSP expected to start in Q2/Q3 2015<br>Final evaluation by ETF of current SPSP expected Q2/Q3 2015 |
| Lebanon                      | Project identification   | completed in Q3 2014, formulation in Q1 2015  |
| Palestine                    | Project identification and formulation                                     | completed in Q1 2014  |
| Tunisia                      | Project identification   | Planned for Q4 2014 and formulation in Q1 2015  |
| Armenia                      | Project identification VET in Agriculture                                  | In Q4 and Q1 2015   |
| Azerbaijan                   | Project identification VET SPSP<br>Project ideas for Employment SPSP       | Project monitoring 2015<br>Project identification 2015  |
| Armenia, Azerbaijan, Georgia | Input to chapter 7 ENP draft progress reports                              | on-going  |
| Belarus                      | Project identification VET project   | Project monitoring in 2015  |
| Georgia                      | Project monitoring VET and employment SPSP                                 | To be continued in 2015   |
| Moldova                      | Project identification SPSP and monitoring VET TA project                  | To be continued in 2015   |
| Moldova, Ukraine             | Input to chapter 7 ENP draft progress reports                              | on-going  |
| Kyrgyzstan                   | Inputs to SPSP monitoring in 2015  | 2015  |
| Tajikistan                   | Inputs given to project identification                                     | Inputs to project identification in Q1 2015   |
| Turkmenistan                 | Project ideas for 2015-20 programming<br>Project monitoring new EU project | Project identification 2015   |
| Uzbekistan                   | Project ideas for VET in rural development                                 | Project identification 2015   |

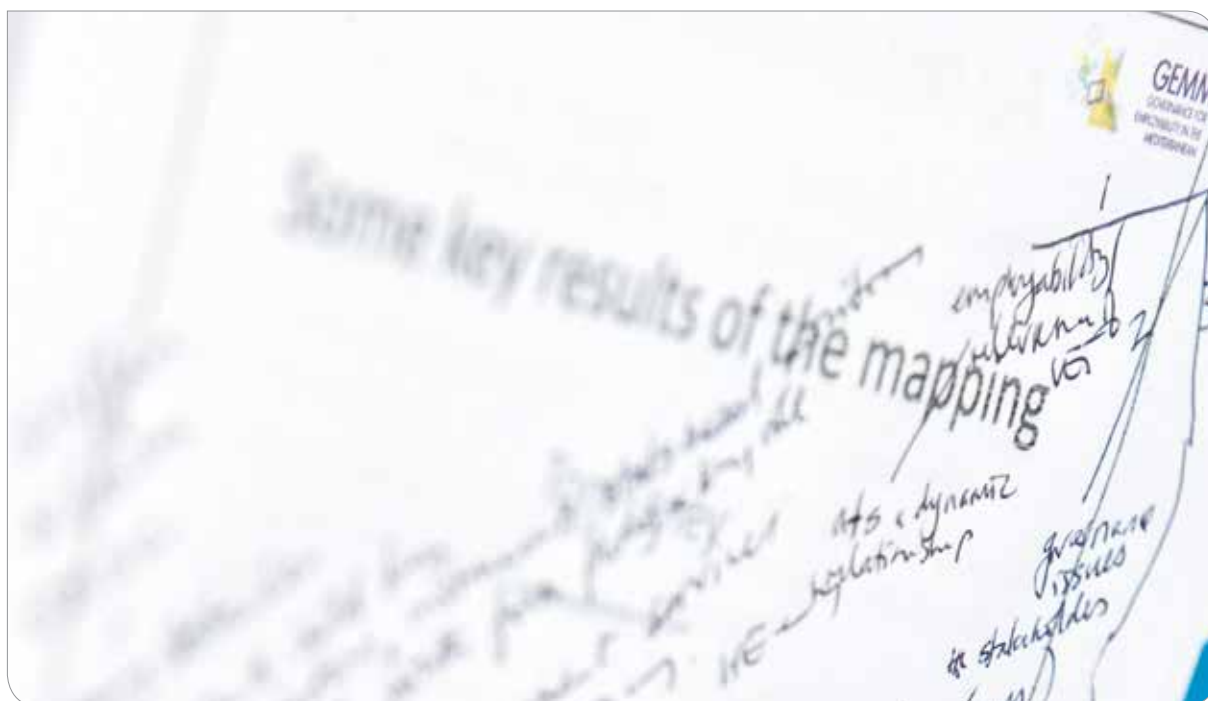
The number of requests for support to the SEMED region is higher than the number of projects that the ETF supports in the region (42% of the requests, but only 17% of the projects), while in SEET the number of projects is 13% higher than the total number of requests (47% of the projects and 34% of the requests). In the case of Eastern Europe and Central Asia the percentage is similar (EE, 23% of the projects and 17% of the requests; Central Asia, 15% each). These differences show that the majority of requests recorded for SEMED are not related to the ENI-South projects and programme (i.e. SAB, Employability fiches or Mobility Partnership) while in the other regions they are more related to the implementation of the respective external instruments (IPA II, ENI-East and DCI).

### 3. KNOWLEDGE AND INNOVATION

The ETF has adopted a new policy for knowledge management. This replaces the former Knowledge Management Strategy 2010-13, and aligns the ETF knowledge management with the priorities for the ETF Mid-term Perspective 2014-17 and includes a specific focus on innovation.

The main achievements in the third quarter of 2014 have been:

- Tender for serials and publications to maintain and enhance electronic information sources under the ETF library concluded;
- Defined guidelines and good practice for online meeting and webinars and revised procedure to launch online communities;
- Promoting innovation practices in ETF through supporting virtual meetings & webinars held;
- Knowledge management input to ETF projects, notably Entrepreneurial Learning Peer review and Support to School Development Initiative;
- Input to design and execution of the ETF Innovation Culture Workshop and ETF innovation in operations reviewed;
- Participation in the ET2020 working group on Digital Learning.





*The Entrepreneurial Communities selected as examples of good practice present their activities at a conference in Turin on 19-20 November*

# 4. COOPERATION WITH STAKEHOLDERS

## 4.1. EUROPEAN INSTITUTIONS

### EUROPEAN COMMISSION

The ETF cooperates with the EU institutions in accordance with its mandate. The European Commission chairs the meetings of the ETF Governing Board and promotes permanent dialogue between its services and the ETF. The European Commission issues opinions on the ETF work programme and other documents listed in Council Regulation 1339/2008.

Cooperation with other relevant bodies is performed with the support of the European Commission. The ETF regularly presents its projects and activities to different Directorate Generals, contributes to events and consults different key actors in Brussels.

| DG                               | SUBJECT   | DATE        | PURPOSE   |
|----------------------------------|---|-------------|---|
| DG EAC                           | Coordination meeting  | 20 January  | Coordination meeting between the four directorates of DG EAC and the ETF  |
| DG EAC                           | Coordination meeting  | 22 January  | Coordination meeting between DG EAC, the ETF and Cedefop  |
| DG EAC                           | Lunchtime conference  | 24 January  | Lunchtime conference on education, training and employment in the ENP south region  |
| DG ENTR<br>UfM                   | IX Euro/Mediterranean Ministerial Meeting on Industrial Cooperation   | 19 February | Presentation of the ETF in the meeting on 'Inclusive industrial development in the Euro-Mediterranean region', 2013 assessment of the Euro-Mediterranean Charter for Enterprise/SBA for Europe. |
| DG EAC and<br>DG DEVCO           | Conference  | 4-5 March   | GEMM and multilevel governance in education and training  |
| DG EAC,<br>DG ELARG,<br>DG DEVCO | Coordination meeting  | 5 March     | First meeting on preparation of 2015 Work Programme   |
| DG DEVCO,<br>DG EAC              | Information seminar   | 6 March     | Seminar on the role of the ETF for VET and employment in the Neighbourhood countries and Central Asia   |
| DG EAC                           | International conference: "Keeping young people in Employment, Education and/or training: Common challenges - Shared solutions" | 10-11 March | The ETF contributed to an international conference organised in Bucharest, Romania. Ten of the 31 representatives from the partner countries that attended were supported by the ETF.           |



| DG  | SUBJECT  | DATE           | PURPOSE   |
|---|--|----------------|---|
| DG DEVCO  | Heads of Operations meeting  | 20 March       | Presentation of the ETF's work to Heads of Operations in the EU Delegations   |
| DG EAC,<br>DG ELARG,<br>DG DEVCO,<br>DG EMPL,<br>DGEMPL                       | Making better qualifications in the ETF partner countries  | 8-9 April      | Conference organised by the ETF at the European Parliament on qualifications in the partner countries   |
| DG EAC,<br>DG ELARG,<br>DG DEVCO,<br>DG EMPL,<br>DG ENTR,<br>DG HOME,<br>EEAS | Structured dialogue with different DGs and EEAS  | 10 April       | First structured dialogue meeting of 2014 on the 2013 Annual Activity Report and the 2015 Work Programme  |
| DG EAC  | Lunchtime conference   | 10 April       | Lunchtime conference on South Eastern Europe and Turkey - VET and the role of the ETF   |
| DG EMPL   | Seminar on "Enhancing integrated approaches in HRD and Employment Policies in Turkey"            | 5-6 May        | Participation of DG EMPL in the seminar in Torino   |
| DG REGIO  | Steering Group Meeting of the EUSDR  | 14-15 May      | DG REGIO participated in the Steering Group meeting in Torino   |
| DG EAC  | ACVT/DGVT workshop in Torino   | 21 May         | Participation of DG EAC B 2 in the ACVT/DGVT preparatory workshop for CCs   |
| DG EAC<br>DG DEVCO  | TVET IAG meeting   | 22 May         | ETF gave a presentation on the Torino Process in the Interagency Group Meeting on TVET organised by DG EAC  |
| DG EAC<br>DG DEVCO  | TVET IAG Knowledge Sharing Meeting on WBL  | 23 May         | ETF gave a presentation on policy lessons from starting and expanding WBL in ETF PCs  |
| DG EAC  | ACVT meeting   | 3 June         | ETF presented the results collected in the context of the 2015 VET review   |
| DG DEVCO  | Capacity development training  | 4-6 June       | ETF delivered facilitation and presentation on capacity development in several workshops  |
| DG EAC  | Conference "Towards a European Area of Skills and Qualifications"                                | 17 June        | ETF participated in the panel discussions of the EASQ Conference  |
| DG DEVCO  | VET in EU Development Cooperation  | 18-19 June     | ETF contributed to the DEVCO training sessions on VET, employment and LM policies for members from EU Delegations                                       |
| DG EAC  | Third ministerial meeting of the Western Balkans Platform on education and training.             | 19-20 June     | The ETF participated and made a presentation on continued professional development of vocational teachers and trainers.                                 |
| DG EAC  | Second meeting of the policy dialogue with Southern Mediterranean countries on higher education. | 23-24 June     | The ETF participated and made a presentation on Employability in the Southern Mediterranean > overview and new approaches.                              |
| DG ELARG  | Seminar on social inclusion  | 30 June-1 July | ETF participated as speaker and facilitator in the Local Administration Facility seminar on social inclusion policies organised in cooperation with CoR |
| DG EAC  | Enlarged ACVT Bureau meeting   | 15 September   | ETF presented the CCs chapter prepared for the 2014 Bruges review progress report   |
| DG EAC<br>DG ELARG  | Coordination meeting   | 16 September   | Coordination meeting on ETF's work in the ELARG Region, on progress and results on FRAME  |
| Cabinet<br>DG EAC   | Visit Commissioner Androulla Vassiliou   | 26 September   | The Commissioner, accompanied by DG EAC, visited the ETF, where she addressed all staff   |
| DG EAC<br>DG ELARG  | High Level Conference "Skills for the Future – SEET"   | 6 October      | DG EAC and DG ELARG addressed the audience during the High Level Conference organised by ETF in Tirana, Albania   |

| DG  | SUBJECT  | DATE           | PURPOSE  |
|---|--|----------------|--|
| DG EAC<br>DG ELARG<br>DG DEVCO<br>DG EMPL<br>DG ENTR<br>DG HOME | Structured Dialogue with EC DGs  | 7 October      | Second structured dialogue meeting of 2014 on WP 2015 and Draft Budget 2015  |
| DG EAC  | DGVT meeting   | 13-14 October  | ETF participated in the DGVT meeting in Rome and gave a presentation on VET STDs 2015-2017 in CCs  |
| Cabinet DG<br>EMPL  | Visit Commissioner Laszlo Andor  | 17 October     | The Commissioner and Head of Cabinet visited the ETF and met with the ETF management   |
| DG EAC<br>DG DEVCO  | WBL – meeting on donor cooperation   | 20-21 October  | DG EAC and DG DEVCO participated as speakers in the meeting “Work Based Learning. Meeting on Donor Cooperation in the Southern Mediterranean Region” |
| DG EAC  | TVET Interagency Group Meeting   | 18 November    | DG EAC introduced the EC study on TVET Internationalisation  |
| DG EAC  | NCP Network meeting  | 18 November    | Following an invitation from DG EAC ETF presented the international QF developments to the Network of National Coordination Points                   |
| DG EAC<br>DG EMPL<br>DG DEVCO                                   | 20 years of ETF  | 19-21 November | Many Brussels stakeholders participated in the different events organised around the 20 years of ETF   |
| DG DEVCO<br>DG ENTR   | Eastern Partnership Platform   | 25-27 November | International Women’s Entrepreneurship Laboratory organised by ETF in Rome   |
| DG DEVCO  | Seminar on “Financing VET: main issues for an effective policy in development cooperation” | 27 November    | ETF was asked by DG DEVCO to speak on “Key challenges at stake in PCs regarding VET financing”   |
| DG EAC  | EaP People to People Platform  | 3 December     | ETF was invited to give an update on the TRP and the ETF conference in Georgia   |
| DG EAC  | ACVT meeting   | 4-5 December   | ETF participated in the ACVT meeting in Brussels   |



*ETF Director Madlen Serban welcomes Commissioner Vassiliou to the ETF in September*



*The ETF management welcomes Commissioner Andor to the ETF in October*

## EUROPEAN PARLIAMENT

The ETF regularly contributes to the debates and reports prepared by European Parliament members or committees. It also provides technical expertise and makes relevant data about the ETF's activities, expertise and achievements available on request.

| COMMITTEE | SUBJECT  | DATE       | PURPOSE  |
|-----------|--|------------|--|
| EMPL      | 2013 work programme implementation and 2014 priorities | 22 January | ETF hearing on the 2013 implementation of the work programme and the priorities for 2014 |
| EMPL      | Contract extension of the ETF Director                 | 18 March   | ETF Director's hearing on contract prolongation  |
| EMPL      | Presentation of ETF                                    | 4 November | ETF presentation to the Employment Committee with the three other 'employment' agencies. |

## COMMITTEE OF THE REGIONS AND THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE

The ETF cooperates with representatives of the Committee of the Regions and the European Economic and Social Committee. Members of the committees also participate in and contribute to ETF conferences, events and projects.

|  | SUBJECT   | DATE             | PURPOSE  |
|--|---|------------------|--|
| Committee of the Regions               | ECOMMs entrepreneurial communities              | 3-4 February     | Participation in the meeting of the ECOMMs advisory board, Torino  |
|  | ETF conference                                  | 4-5 March        | Participation in the conference on GEMM and multilevel governance in education and training  |
|  | Seminars on employment                          | 24-24 April      | ETF participated in the seminar 'Fighting Youth Unemployment' by providing expertise and debate facilitation   |
|  | Seminar on social inclusion                     | 30 June - 1 July | The ETF participated as a speaker and facilitator at the local administration facility seminar on social inclusion policies organised in cooperation with DG ELARG |
|  | ECOMMs entrepreneurial communities              | 25 September     | Participation in the meeting of the ECOMMs advisory board, Torino  |
|  | Policy Leaders' Forum                           | 20 November      | Participation in the Policy Leaders' Forum for ministers of Arab Mediterranean countries.  |
|  | Conference on Governing a multi-level Europe    | 2 December       | ETF contribution on the importance of multi-level governance in VET and human capital development  |
| European Economic and Social Committee | Eastern Partnership and Civil Society Forum     | 19 February      | ETF contribution to the meeting of WG 5 on social dialogue in Eastern Europe   |
|  | ETF conference                                  | 4-5 March        | Participation in the conference on GEMM and multilevel governance in education and training  |
|  | Hearing on 'young people in the Euromed region' | 2 July           | The ETF participated in a panel on 'a better understanding of youth challenges' as a contribution to the EESC opinion under preparation.                           |
|  | ECOMMs advisory board                           | 25 September     | Participation in the meeting of the ECOMMs advisory board, Torino  |



## OTHERS

| COMMITTEE    | SUBJECT                             | DATE         | PURPOSE   |
|--------------|-------------------------------------|--------------|---|
| EUROCHAMBERS | ECOMMs entrepreneurial communities  | 3-4 February | Participation in the meeting of the ECOMMs advisory board, Torino |
|              | Conference on engaging SMEs in IVET | 29 April     | The ETF contributed to the event as a discussant                  |

## 4.2. COOPERATION WITH OTHER ORGANISATIONS

### IMPLEMENTATION OF COOPERATION AGREEMENTS WITH EU AGENCIES

| ORGANISATION   | SUBJECT  | PURPOSE  |
|--|--|--|
| Cedefop - European Centre for the Development of Vocational Training                     | Framework for cooperation between Cedefop and the ETF under the 2020 education and training programme and the strategic framework for European cooperation in education and training (2014-17) | <ul style="list-style-type: none"> <li>■ Cedefop, ETF, UNESCO-UII and UNESCO-HQ met at ETF on 31 January to discuss cooperation in qualifications in 2014 -15, in particular agreement was achieved between the 4 agencies on producing a second edition, in 2015, of our joint publication, the Global Inventory on NQFs.</li> <li>■ ETF-Cedefop-ILO 'Validation seminar on methodological guides for skills anticipation and matching', organised 6-7 March in Prague, Czech Republic</li> <li>■ Cedefop contribution to the ETF conference on qualifications frameworks, 7-8 April, Brussels</li> <li>■ Consultations on the Q4M project</li> <li>■ ETF attended and contributed to the 'European Apprenticeship Conference - Steering Partnerships for Growth', organised by CEDEFOP in Thessaloniki, 7-8 May;</li> <li>■ ETF participated in the EVCVET workshop hosted by Cedefop in Thessaloniki 22-23 May;</li> <li>■ ETF attended and contributed to the Cedefop conference on VET and ELET, 2-4 June;</li> <li>■ ETF Knowledge Sharing seminar, 16 June, Thessaloniki;</li> <li>■ ETF attended the conference organised jointly by DG EAC and Cedefop "Building European VET - Time to move on", Thessaloniki, 29-30 September.</li> <li>■ ILO, ETF and Cedefop jointly organised on 20-24 October 2014 at ITC- ILO, a training course on matching and anticipation.</li> <li>■ Cedefop contributed to the ETF Policy learning workshop on Work-based learning in Turin, 10-11 November 2014</li> <li>■ ETF cooperated with Cedefop to prepare the Bruges reporting in the candidate countries and drafting a chapter on cross-cutting analysis for the candidate countries to feed into the Cedefop VET 2014 Policy Monitoring Report.</li> </ul> |
| Eurofound - the European Foundation for the Improvement of Living and Working Conditions | Collaboration agreement between the ETF and Eurofound (2007-ongoing)   | <ul style="list-style-type: none"> <li>■ Exchange of studies on representativeness of social partners at national and EU levels</li> <li>■ The ETF will use data from the Eurofound "European Company Survey" applied in the ETF partner countries</li> <li>■ The ETF and Eurofound exchanged research and publications on the topic of NEETS</li> </ul>   |

## IMPLEMENTATION OF COOPERATION AGREEMENTS WITH OTHER ORGANISATIONS

| ORGANISATION                             | SUBJECT                               | PURPOSE   |
|--|---------------------------------------|---|
| British Council                          | Memorandum of Understanding (2011-15) | <ul style="list-style-type: none"> <li>■ The British Council invited the ETF to their regional conference 'SEE into the future', 13-14 February, Istanbul. The focus was on skills, entrepreneurship and employment. The ETF provided a keynote intervention on policy metrics in entrepreneurship education, chaired a panel and was a member of the closing panel.</li> <li>■ The British Council joined the ETF at the GEMM regional conference in Brussels on 4-5 March. One session was dedicated to the Maghreb countries. Good practice in the field of VET governance presented by the four countries was discussed between partner countries and international organisations and bilateral donors including the British Council</li> <li>■ <b>Bosnia and Herzegovina:</b> The ETF provided a keynote speech and contributed to the British Council and the Bosnian Ministry of Civil Affairs conference on the European Qualifications Framework and the experience of South Eastern Europe, 20-21 January, Sarajevo: Joint ETF/British Council "21st century skills in education" conference, Sarajevo 10 September where the ETF work on qualifications as well as under the FRAME project were presented.</li> <li>■ <b>Former Yugoslav Republic of Macedonia:</b> Cooperation ETF-British Council started in the NQF area, with a first large workshop jointly organised in May. This joint effort provided a concrete reason for exchange of information, materials and perspectives for more cooperation and synergy. Agreed to continue sharing of information on progress;</li> <li>■ <b>Turkey:</b> Agreement to cooperate on: a) ETF FRAME- September Skills 2020 meeting. British Council brought a UK expert on skills forecasting at regional level and will work on a concept note on skills anticipation from an employers' point of view; b) 2014 Torino Process, the British Council will provide capacity development for Turkish staff engaged in the self-assessment and will also act as peer reviewers; c) Participation of UK experts at a three day event "Implementing Lifelong Learning in Territories: A New Dynamics" conference, 11-13 November, Istanbul</li> <li>■ <b>Uzbekistan:</b> Cooperation with the British Council through support for a Business-Education round table in October</li> </ul> |
| CORLEAP                                  | Declaration of Intent                 | <ul style="list-style-type: none"> <li>■ ETF and CORLEAP cooperated in organizing the final ETF CVT project meeting, 20-23 October, Chisinau, Moldova. Two speakers from CORLEAP contributed to the discussions.</li> </ul>   |
| ARLEM                                    | Declaration of Intent                 | <ul style="list-style-type: none"> <li>■ ETF attended the Fifth Plenary Session of the Euro-Mediterranean Regional and Local Assembly (ARLEM) 23-24 February, Tangiers (Morocco) and delivered a presentation on the ETF project in the Tanger region.</li> </ul>   |
| International Training Centre of the ILO | Declaration of Intent                 | <ul style="list-style-type: none"> <li>■ The "Career Guidance Policy and Practice: A strategic tool for Planners and Decision Makers Training and Knowledge-Sharing Course" was organised in Turin, on 07 – 11 April; ILO, ITC-ILO, Cedefop and ETF organised training on matching and anticipation. The training was sponsored by ILO The course took place in the week 20-24 October, in Turin.</li> </ul>  |

| ORGANISATION   | SUBJECT   | PURPOSE  |
|--|---|--|
| Regional Cooperation Council of South Eastern Europe | Cooperation agreement (2013-14)<br>Cooperation agreement extended for 2015-17 | <ul style="list-style-type: none"> <li>■ The ETF attended a workshop on monitoring organised under the CEI managed project 'Improving cooperation in south eastern Europe with actions for strengthening the RCC' in Sarajevo on 5 February. The ETF presented the FRAME project and its contribution to HRD monitoring in the region, including its relevance for cooperation processes</li> <li>■ The ETF attended the OECD-RCC workshop on monitoring the SEE 2020 strategy in Paris on 10 March. Participants discussed the methodology and timeline for monitoring, gathered feedback on the quantitative indicators proposed by the OECD, set priorities for indicators based on relevance and measurability, reached a consensus on the structure of the final assessment framework, received feedback on data collection. The ETF commented on the proposed indicators for the education and competences dimension as well as the feasibility of a number of indicators.</li> <li>■ The RCC Secretariat contributed to the ETF event on ACVT - DGVT preparatory workshop with candidate countries, 21 May, Turin focusing on the role of human resources development in meeting European and regional goals</li> <li>■ Agreement reached on a 2014 action plan;</li> <li>■ The RCC Secretariat attended the FRAME Regional Technical Meeting on Monitoring, 25 June, Turin. At the meeting the RCC presented the regional monitoring mechanism under SEE 2020;</li> <li>■ The ETF participated in the 15th meeting of the South East Europe investment committee, Zagreb, 26 June.</li> <li>■ RCC and ERI SEE invited the ETF to attend the regional workshop "Quality Education For All – ensuring equitable access, high completion and prevention of drop out in education", Montenegro, 15 and 16 September</li> <li>■ RCC Secretariat and ERI SEE have been invited to the FRAME validation event, 6 October, Tirana</li> </ul> |
| IIAS/EGPA  | Cooperation agreement (2013-14)<br>Cooperation agreement extended for 2015-17 | <ul style="list-style-type: none"> <li>■ The ETF contributed to the 7th Euro Mediterranean dialogue on public management, 8-10 October, Rome by circulating details about it to ETF networks in the region through inter alia our website; peer review any papers submitted which focus on the inter-connection between public management and the ETF's field; share ETF experience on the inter-connection between VET reform and public management drawing on work in the region and governance</li> <li>■ IIAS/EGPA contributed to the ETF Policy Leaders' Forum for ministers from Arab Mediterranean countries - Algeria, Egypt, Jordan, Lebanon, Libya, Palestine, Morocco and Tunisia: 'Youth employability - from policy formulation to results', 20 November, Turin</li> </ul>  |
| Dvv international                                    | Cooperation agreement (2013-2016)   | <ul style="list-style-type: none"> <li>■ Uzbekistan. Co-operation and exchange of experience continued between ETF and dvv, specifically in respect of the seminars undertaken as part of the NQF development.</li> <li>■ Tajikistan- continuing cooperation on adult training</li> </ul>  |
| Union for Mediterranean Secretariat                  | Letter of Intent  | <ul style="list-style-type: none"> <li>■ UfM participated in the ETF GEMM- First Regional Conference: VET actors working together", Brussels, 4-5 March;</li> <li>■ ETF representative participated in the UFM Med4Jobs Advisory Board, 14 May, Barcelona;</li> <li>■ UfM participated in the ETF event "Local skills matter - Multilevel Governance and Entrepreneurial communities", 19-20 November, Turin</li> </ul>  |
| IVETA  | Declaration of Intent   | <ul style="list-style-type: none"> <li>■ ETF director participated in the IVETA International Conference "Internationalization in Education", 22-23 August, Moscow and had a presentation on the topic "Enhance attractiveness through improved public policies".</li> </ul>   |

## 4.3 COOPERATION WITH EU MEMBER STATES

Cooperation with EU Member State institutions or international organisations is not always formalised through a cooperation agreement or other juridical instrument. It may include participation in events organised by other parties, knowledge sharing and networks of relevant experts in the area of vocational education and training, joint publications or contributions to publications and annual reports, etc.

The ETF has strengthened the dialogue and cooperation with EU member states ministries/ international agencies/organisations acting in the development policy in the ETF partner countries.

One of the activities organised in this respect was the fourth meeting of the donors active in Vocational Education and Training in Southern and Eastern Mediterranean, organised in Turin, on 20-21 October focusing on work based learning. The discussions were structured around 5 sessions, dealing with the following issues: a) The policies and initiatives in work based learning in Southern and Eastern Mediterranean countries; b) Improving quality of work based learning – Country and case examples. Learning from both success stories and failures in the Southern and Eastern Mediterranean countries; c) Improving access to apprenticeship and internship; d) The role of teachers and trainers; e) Better balancing school-based and work-based learning in TVET. The key messages donors promote on WBL which are relevant for the countries in Southern and Eastern Mediterranean region. The participants agreed to continue meeting in this format also in 2015 continuing to focus the debates on work based learning aspects.

| ETF PARTNER COUNTRY OR REGION      | EU MEMBER STATE | TYPE OF COOPERATION  |
|------------------------------------|-----------------|--|
| Cross regional                     | Romania         | On the 10 and 11 March 2014, under the auspices of the Romanian Government in cooperation with the European Commission, the international conference “Keeping Young People in Employment, Education and/or Training: Common challenges - Shared Solutions” was organised in Bucharest, Romania. The aim of the conference was to create effective learning partnerships for policy development, to discuss how enhanced cooperation and exchange of good practices in education, training and employment can lead to efficient early public interventions for supporting the targeted young people. The conference gathered around 400 participants representing public authorities, academic and business sectors from EU member states, European Commission, EU agencies: Cedefop, Eurofound and the ETF, international organisations like OECD, UNICEF, World Bank, as well as representatives from the ETF partner countries. Four representatives of the ETF attended the meeting as well as 31 representatives from the partner countries of which 10 were financed by the ETF. In close consultation with DG EAC, the ETF built its contribution to the event in two layers: dissemination of ETF knowledge on NEETs in the ETF partner countries and supporting relevant stakeholders to participate in and contribute to the event. |
| Cross regional                     | UK              | The ETF contributed as a keynote speaker, panellist and chair of one of the sessions of the British Council event “2014 ETF-British Council Cooperation: regional conference, Istanbul, 12-15 February. The British Council held a regional conference (Azerbaijan, Israel, Kazakhstan, Turkey, Ukraine, and Uzbekistan) in Istanbul 13-14 February focusing on skills, entrepreneurship and employment. At the invitation of the British Council the ETF representative delivered a keynote speech, chaired a panel and provided inputs for the closing panel on the ETF experience on entrepreneurial learning.  |
| South Eastern Europe and Turkey    | UK              | An ETF representative was invited by the London School of Economics, DG ELARG and DG EMPL to chair a session on VET and to speak at the plenary round table session on regional cooperation in South Eastern Europe and Turkey during the second conference of the LSE research network on social cohesion in South Eastern Europe entitled ‘Post-crisis recovery in South East Europe and beyond: policy challenges for social and economic inclusion’, 27-28 March in London, UK. This is a continuation of the cooperation started within the ETF project on social inclusion in South Eastern Europe and Turkey.   |
| Southern and Eastern Mediterranean | Italy and Spain | An ETF representative attended and contributed to the meeting organised on 6-7 March in Madrid with Spanish stakeholders in the context of the Q4M project. The ETF also attended a meeting with Italian stakeholders for the same project on 19 February in Rome.   |

| ETF PARTNER<br>COUNTRY OR<br>REGION      | EU<br>MEMBER<br>STATE             | TYPE OF COOPERATION   |
|--|-----------------------------------|---|
| Southern<br>and Eastern<br>Mediterranean | Spain                             | The Spanish Ministry of Education, Culture and Sport hosted a peer learning event organised under the framework of the ETF Qualifications for the Mediterranean – regional project on 19-21 May in Madrid.  |
| Tunisia                                  | France                            | A study visit for Tunisian stakeholders was organised in the French Languedoc Roussillon Region from 21 to 25 January. Twenty high level Tunisian officials from the central and regional level (Médénine and Gabès) participated. This visit was part of the ETF project on regional governance implemented in Tunisia between 2012 and 2014.  |
| South Eastern<br>Europe and Turkey       | Romania                           | The ETF under the FRAME programme organised a peer learning event on “How to improve evidence-based approaches to policy development in the area of skills and human resources development,” 28-29 October, Bucharest   |
| South Eastern<br>Europe and Turkey       | Romania                           | In the framework of the GEMM programme, the ETF organised a study visit on “Partnerships for quality assurance,” 14-16 October. The visit aimed to enable the participants to learn from the experience of an EU country in developing and strengthening multi-stakeholder partnerships for improving the quality of the national VET system.   |
| Kyrgyzstan                               | Estonia                           | <p>The ETF capacity building session on survey development and tracer implementation was carried out in Osh and Bishkek. A first peer learning/ experience exchange between Estonian practitioners representing the Ministry of Education and a VET provider and staff from the Kyrgyz Ministry of Education and VET agency was successful. The approach will be extended to qualifications frameworks.</p> <p>In 2014 four Estonian experts (representatives of VET provider, Ministry of Education, Innove and Kutsekoda) identified by the Estonian governing board member took part in actions related to tracer study methodology development and sector council operationalization. The input provided by Estonian practitioners was much appreciated by Kyrgyz stakeholders. The Estonian experience in VET reform is particularly relevant to illustrate to Kyrgyz policy level stakeholders how better interaction can be achieved with VET providers.</p> |
| Armenia                                  | Romania                           | Interventions in Armenia in 2014 have included support to the national authorities and the EU Delegation in carrying out an appraisal mission on VET in agriculture as a possible future EU-funded project. A Romanian expert participated in a mission to the country from 23 to 29 March, visited VET colleges, the Ministry of Agriculture, farmers associations etc. and prepared a report and a project action fiche.  |
| Turkey                                   | Italy                             | The Piedmont Region supported the ETF in organising study visits in Turin for a Turkish delegation of 38 people from the Turkish Ministry of Labour and Ministry of Education to see practical insights of successful employment and HCD initiatives – focusing on the new EU funded youth employment schemes in the region.  |
| Israel                                   | Austria and<br>Denmark            | The Governing Board member from Austria and an expert nominated by Denmark peer reviewed the Torino Process report produced by the Israel authorities and contributed to the validation meeting organised in Israel on 19 October 2014.   |
| Morocco                                  | France,<br>Belgium and<br>Ireland | Three expert members of the EU EQF working group from France, Belgium and Ireland contributed to the ETF workshop on qualifications organised in Rabat on 23-24 October.  |
| Israel                                   | Austria                           | The Austrian Federal Ministry of Education and Women's Affairs in cooperation with the ETF organised a study visit for a delegation of Israeli stakeholders, on 24-28 November. The main issues were work-based learning and teacher training.  |

The ETF was also invited by its Governing Board members or through cooperation agreements to contribute to different projects or share expertise and experience:

| EU MEMBER STATE | ETF CONTRIBUTION  |
|-----------------|---|
| France          | Consultation on possible French project targeting vocational training in the Maghreb region;<br>The ETF contributed to the preparation of the '5+5' ministerial meeting organised on 28 October in Marseilles and attended the meeting.   |
| Germany         | The ETF made a presentation to set the human capital development context at the GIZ event 'European Neighbourhood South - Supporting youth employment through vocational education and employment promotion: Insights from the field' on 21 January. The ETF shared the outcomes of the Torino Process and the latest developments in VET and employment in the region.<br>The ETF attended the BIBB congress on making VET more attractive, 18 September, Bonn |

The ETF has strengthened its dialogue and cooperation with EU Member State ministries/agencies/ organisations working on development policy in the ETF partner countries, such as:

## COOPERATION WITH GIZ, GERMANY

| TITLE   | DESCRIPTION  |
|---|--|
|   | Knowledge sharing on methodological and thematic approaches  |
| Policy analysis overall VET system            | The ETF Torino Process is a bi-annual participatory analytical review of the status and progress of vocational education and training in the ETF partner countries. The objective of the Torino Process is twofold: to acquire up to date knowledge about the policies and their results in a country; and to strengthen the ownership, participation and evidence-base of policy making to improve the performance of policies.<br><br>GIZ offices were invited to attend and contribute to the dissemination events in the ETF partner countries.  |
| GEMM project                                  | On the occasion on the regional conference organised in Brussels, on 4-5 March, one session of 5th of March was dedicated to Maghreb countries and good practices in the field of VET governance presented by the 4 countries were discussed between partner countries and international and bilateral organisations including GIZ.  |
| Entrepreneurship and Entrepreneurial learning | DG DEVCO had contracted GIZ to follow-up the SBA assessment in the Southern Neighbourhood with capacity-building support; DEVCO 3-year SBA support initiative includes capacity building workshops (3 per country) on selected themes involving 50 participants with particular focus on good practice; The ETF is cooperating with GIZ for ensuring synergy with other ETF initiatives in the area.   |
| Employment                                    | The ETF had an intervention setting the context of the human capital development in the region during the GIZ- event on "European Neighbourhood (South) - Supporting Youth Employment through Vocational Education and Employment Promotion – Insights from the field" Brussels, 21 January. The ETF representative shared the outcomes of the Torino Process as well as the latest developments in the region on VET and employment.<br><br>ETF was invited and attended the Global Retreat on Economic Development and Employment 2014;<br><br>ETF has been invited to contribute to the meeting of the GIZ Regional Network for Sustainable Economic Development in the MENA Region during a regional workshop to be held in Rabat, 10 and 11 September. The purpose is to present and discuss innovative approaches towards employment creation. |
| Qualifications framework                      | In the area of NOF, ETF is working in with GIZ in Bosnia and Herzegovina and Palestine.  |
|   | Coordination of the operational activities at country and regional level in view of ensuring synergy and complementarity of interventions  |
|   | Coordination meeting organised on 13 October in Bonn, where best practice in cooperation were shared and new activities agreed.  |

| TITLE                              | DESCRIPTION  |
|------------------------------------|--|
| Southern and Eastern Mediterranean | <p>Egypt. The Torino process 2014 launch event was a common event with GIZ and ILO and the ENCC. It was organized and financed by GIZ. The event was called Egyptian Forum for Youth Employment promotion (Egypt YEP) and Torino Process 2014.</p> <p>Palestine. The ETF and GIZ are implementing a joint qualification project. BTC and GIZ have cooperated on specific activities to increase TVET attractiveness. ETF and GIZ have organised a joint conference on teacher training where many donors (ET, GIZ, BTC, ILO, DUV) have presented and discussed their initiatives in this specific field. BTC will investigate how to apply some of the principles of the ETF LEARN model for their teacher training e-learning project. ETF and GIZ will use BTC's developed methodology for training TVET teachers in delivering competency based qualifications. As it concerns the new multiannual programmes implemented by GIZ (funded by the EU) and BTC, the idea is to organise joint call for proposals and joint information campaign. GIZ, BTC and ETF are also cooperating in the establishment of a monitoring system for the TVET reform.</p> <p>Two day workshop (16-17 March), organised by GIZ with financial support from the Swiss Development Co-operation, took place in Ramallah. The theme of the workshop was VET quality assurance. Over 70 policy and decision makers and other key actors, including representatives of VET providers and partners from business and industry, participated. Eight experts, five from Germany, made presentations and contributed to plenary and working group sessions. The ETF presentation focussed on EU policy for VET QA and a training session in the use of the EU tools was facilitated.</p> <p>Tunisia. The Joint OECD-GIZ-ETF project reviewing entrepreneurial learning in VET continued with the preparation of the study's recommendations. The ETF contributed to the findings dissemination seminar held on 29 April, where a good degree of interest was shown by ATFP centres to work further on entrepreneurial learning. With the support of the ETF an inter-institutional working group led by MFPE was set up to work around the development of a Tunisian model to promote entrepreneurial learning across the VET system - and in coordination with education.</p> |
| South Eastern Europe and Turkey    | <p>Albania: ETF and GIZ carried out the "ETF-GIZ VET school baseline study". Dissemination event took place by the end of April, and the findings and recommendations of the survey were presented, covering all public VET providers in Albania. Report finalised in June 2014, which provides recommendations for a reorganisation of the network of public VET providers and next steps. The ETF launched another new multi-annual initiative to contribute to the further development of the Albanian Qualifications Framework and the adjustment of qualifications (and subsequently to curricula and teacher skills) offered by VET institutions. GIZ provides expertise and assistance in particular to review VET demand and supply in the regions, building on its VET development work in the north eastern region, in and around Kamza.</p> <p>Bosnia and Herzegovina: In the area of NQF, the ETF cooperates with British Council and GIZ.</p>   |
| Central Asia                       | <p>Tajikistan: Cooperation with GIZ on Implementation of Quality Assurance measurements and Quality management system; GIZ participated in the ETF events organised in September. To strengthen cooperation it was decided to continue to coordinate the activities in the areas of school development and quality assurance.</p>  |

## COOPERATION WITH AFD, FRANCE

| TITLE   | DESCRIPTION   |
|---|---|
| Knowledge sharing on methodological and thematic approaches   |   |
| Policy analysis overall VET system  | <p>The ETF Torino Process is a bi-annual participatory analytical review of the status and progress of vocational education and training in the ETF partner countries. The objective of the Torino Process is twofold: to acquire up to date knowledge about the policies and their results in a country; and to strengthen the ownership, participation and evidence-base of policy making to improve the performance of policies.</p> <p>AFD offices to be invited to attend the dissemination events in the ETF partner countries. Calendar to be confirmed by the ETF country managers with their counterparts.</p> |
| Coordination of operational activities at country and regional level in view of ensuring synergy and complementarity of interventions |   |
| Southern and Eastern Mediterranean  | <p>Coordination meeting organised in Paris on 23 May. Information on on-going projects has been shared and possibilities of cooperation were discussed.</p> <p>Coordination meeting AFD-BTC_GIZ_LUX Dev organised on 17 September in Paris. ETF and EC DG DEVCO were invited as observers.</p> <p>Lebanon. Joint event ETF-AFD in Lebanon, "Youth employability in Lebanon: the role of vocational education and training and entrepreneurship"; 22-23 September, Beirut</p> <p>Tunisia. Exchanges started with AFD both at headquarters and country level.</p>   |

## COOPERATION WITH BTC, BELGIUM

|   |  |
|---|--|
| Coordination of operational activities at country and regional level in view of ensuring synergy and complementarity of interventions |  |
| Southern and Eastern Mediterranean  | <p>Palestine. As of 2014 the ETF, GIZ, BTC, and SDC have taken a step forward as it concerns their level of cooperation, moving from strong communication to ensure complementarity to joint implementation of activities. ETF and GIZ are implementing a joint qualification project. BTC and GIZ have cooperated on specific activities to increase TVET attractiveness. ETF and GIZ have organised a joint conference on teacher training where many donors (ET, GIZ, BTC, ILO, DVV) have presented and discussed their initiatives in this specific field. BTC will investigate how to apply some of the principles of the ETF LEARN model for their teacher training e-learning project. ETF and GIZ will use BTC's developed methodology for training TVET teachers in delivering competency based qualifications. As it concerns the new multiannual programmes implemented by GIZ (funded by the EU) and BTC, the idea is to organise joint call for proposals and joint information campaign. Overall the mentioned donors have a very close cooperation as it concerns the process of development and establishment of the new TVET agency (NAVET). GIZ, BTC and ETF are also cooperating in the establishment of a monitoring system for the TVET reform.</p> |



## COOPERATION WITH RELEVANT AUSTRIAN AUTHORITIES

| TITLE   | DESCRIPTION  |
|---|--|
| Knowledge sharing on methodological and thematic approaches |  |
| Study visits  | Israel-Austria organised a study visit to Austria on 24-28 November. The main areas for knowledge sharing were work based learning and teacher training.                                     |
| Peer review of the Israeli Torino Process report            | The Austrian Governing Board member peer reviewed the Torino Process report produced by the Israeli authorities and contributed to the validation meeting organised in Israel on 19 October. |
| Skills for the future: FRAME validation event               | Representative of Kulturkontakt Austria attended and contributed to the ETF's FRAME validation event organised in Tirana on 6 October.   |

## COOPERATION WITH THE ITALIAN INSTITUTIONS

| TITLE   | DESCRIPTION   |
|---|---|
| Knowledge sharing on methodological and thematic approaches |   |
| Ministry of Foreign Affairs                                 | The ETF and the Ministry of Foreign Affairs maintain a constant dialogue;   |
| Regione Piemonte  | The Region, through Mr Pietro Viotti, supported the ETF in organising study visits to Turin for a Turkish delegation of 38 people from the Turkish Ministries of Labour and Education to gain practical insights into successful employment and human capital development initiatives with a focus on the new EU funded youth employment schemes in Piedmont.<br><br>A representative of the Piedmont Region participated in the ETF event 'Local skills matter - multi-level governance and Entrepreneurial Communities', 19-20 November, Turin as well as in the events organised by the ETF to celebrate its 20th anniversary. |
| Regione Emilia-Romagna                                      | Knowledge sharing meeting with Prof Bianchi, education and training assessor in the Emilia Romagna region, 13 June;   |
| Turin City Council  | The ETF and the City of Turin maintain a constant dialogue; several meetings were organised between the ETF director and the mayor of Turin on topics of interest for both parties.   |
| Turin Chamber of Commerce                                   | The ETF and the Turin Chamber of Commerce have agreed to cooperate on the organisation of the 2015 World Chamber Congress, Turin. The ETF will promote the event through its usual dissemination channels and an article will be also published in the ETF magazine that is printed four times a year and distributed to over 6000 contacts.  |
| Università di Torino  | Annual summer school organised with the University on different relevant topics in September  |
| Università di Firenze                                       | Exchange of information with the representatives of University of Florence, June, Turin   |
| Eataly  | Organisation of the ETF corporate conference on entrepreneurial communities at Eataly on 19/20 November   |

## 4.4 DIALOGUE WITH INTERNATIONAL ORGANISATIONS

Intensive cooperation with international organisations and the development banks both at country and regional level as well as on thematic areas took place.

### INTER-AGENCY WORKING GROUP ON VET

| TITLE                             | DESCRIPTION   |
|-----------------------------------|---|
| Inter-agency working group on VET | <p>The Interagency Group on Technical and Vocational Education and Training (IAG-TVET) has convened by UNESCO in 2008 to ensure a good coordination of activities by the key international organisations involved in the delivery of policy advice, programmes and research on TVET. It enhances knowledge-sharing and a common understanding of key issues. Ultimately, the group seeks to better leverage the work of each member organisation to help countries design and implement more effective TVET policies to improve productivity, economic prosperity, sustainable development and employment opportunities.</p> <p>The IAG-TVET comprises the United Nations Educational, Scientific and Cultural Organization (UNESCO), the International Labour Organization (ILO), the Organisation for Economic Co-operation and Development (OECD) and the World Bank (WB). Regionally-based members include the African Development Bank (AfDB), the Asian Development Bank (ADB), the European Commission (EC), the European Training Foundation (ETF) and the Islamic Development Bank (IDB).</p> <p>Activities in 2014</p> <p>The ETF attended the meeting of the working group organised on 22-23 May in Brussels with the support of the EC services. The members of the group attended and contributed to the IAG-TVET meeting and the knowledge-sharing event on work-based learning.</p> <p>The ETF also hosted one of the two annual meetings of the Inter-agency working group on TVET, led by UNESCO, on 18 November 2014. The meeting was an occasion for sharing information on the latest initiatives and projects developed by the member organisations, to discuss the joint work on indicators and on work-based learning.</p> <p>Working Groups are convened by the IAG-TVET as a mechanism to carry forward work on specific priority themes, most notably:</p> <p>The Working Group on TVET Indicators was established to make recommendations on a set of indicators that would support countries in assessing the efficiency and effectiveness of their national TVET systems. A report on Proposed Indicators for Assessing TVET to which ETF contributed has been prepared and published in December and the indicators are being piloted by the ETF under the framework of the Torino Process. The ETF continues to contribute to the work of the group and attended its meeting in December 2014.</p> <p>The Working Group on Greening TVET and Skills Development advocates for international cooperation to promote capacities for a rapid and equitable shift to greener economies and more sustainable societies. It supports initiatives for greening TVET and skills development by raising awareness and sharing and disseminating good practices, knowledge and expertise. ETF contributed to the UNESCO-UNEVOC Global Forum, 14-16 October, Bonn which was an occasion to organise the meeting of the working group and had an intervention as speaker in one of the plenary sessions dedicated to greening TVET.</p> |

## COOPERATION WITH THE ILO

| TITLE   | DESCRIPTION  |
|---|--|
| Skills anticipation and matching  | <p>The ILO in cooperation with Cedefop and ETF have prepared four guides on forecasting and foresight, on sectoral anticipation, on intermediary agencies and on matching/LMIs.</p> <p>Cooperation in 2014</p> <p>ETF joined the ILO in providing expertise in the seminar on anticipation and matching of skills in Azerbaijan, jointly organized by ILO and ETF, 18-19 February. The interest for anticipation and matching methodology is high in the country, with particular reference to foresight and forecast tools. The authorities were very keen in learning more about the ETF Foresight methodology, as it is the first attempt to apply foresight to skills;</p> <p>On 6-7 March ETF participated in the ETF-Cedefop-ILO 'Validation Seminar on Methodological Guides for Skills Anticipation and Matching' organised in Prague, Czech Republic. The event gathered together some 35 participants to discuss the second set of methodological guides jointly produced by the three organisations, and how to proceed for the completion of the project. Guides well accepted by the participants who made comments for improvements.</p> |
| Governance  | An ILO representative participated in the ETF event 'Local Skills Matter - multi-level governance and entrepreneurial communities', 19-20 November, Turin.   |
| Coordination of operational activities at country and regional level in view of ensuring synergy and complementarity of interventions |  |
| South Eastern Europe and Turkey   | Albania. The support to the Employment and Skills Strategy under FRAME was provided together with the ILO.   |
| Southern and Eastern Mediterranean  | <p>The ETF and ILO continued their exchange of information in the framework of the GEMM project in the Southern Mediterranean region which has a component dedicated to the social partners.</p> <p>Lebanon: Cooperation with ILO on entrepreneurial learning project continues. Cooperation on GEMM is on-going although the activity will be probably streamlined with country activities planned for 2014. The exchange with ILO is regular and continued on fields of common interest.</p>   |
| Central Asia  | <p>Kyrgyzstan: Under the framework of the G-20 project implemented by the ILO, it has already expressed ILO's agreement with the ETF approach and discussions are under way on a joint major event (dissemination of experience, capacity building, expert discussion on methodology to be organised together in October). There is also preliminary agreement to hold a similar event in 2015 and to work together on capacity building covering the training of trainers and survey implementation capacity. This would ensure that the ETF tracer work is considerably expanded in 2015;</p> <p>Tajikistan: Cooperation with ILO on VET institution management;</p>   |

## COOPERATION WITH THE ITC-ILO

| TITLE                            | DESCRIPTION  |
|----------------------------------|--|
| Career guidance                  | <p>The ETF was invited to present its experience and expertise in the area of career guidance during the ITC-ILO training programmes in 2014.</p> <p>The ETF contributed to the training course of the public employment service from Egypt, 2-4 February, Egypt. The ETF interventions focused on the prerequisites for career guidance in Egypt (i.e. reliable career information, critical mass of well-trained practitioners) and group work on various delivery models in career guidance. The ETF tool to support career guidance development (taxonomy of five career guidance intervention models and seven modalities) helped participants to reflect on the current provision and to identify gaps and improvement for the future.</p> <p>The ETF contributed to the ITC-ILO training programme on career guidance, 7-11 April 2014, Turin. Especially designed for planners and decision makers in employment, education and training, the course offered responds to an increasing demand for career guidance and related capacity-building services in partner countries.</p> |
| Skills anticipation and matching | ILO, ITC-ILO and ETF organised training on matching and anticipation. The training was sponsored by ILO. The course took place in the week 20-24 October 2014, in Turin.   |

## COOPERATION WITH THE OECD

|  |  |
|--|--|
| PIIAC  | <p>Knowledge share event hosted by the ETF on 28 January, in Turin on the PIIAC outcomes and possible cooperation. It was a great opportunity to raise awareness about the outcomes and policy implications from the first round of PIIAC.</p> <p>The ETF contributed to the OECD/PIIAC meeting on 20-21 March in Paris by presenting its Torino Process exercise</p> <p>The ETF contributed to the regional meeting organised on 28 August in Croatia</p>   |
| Green skills   | <p>ETF participation in the OECD-Cedefop Green Forum, 14 February. The ETF intervention focused on the role of VET in green skills development. The ETF will draw on the results of EU and international experience on anticipation of green skills with the aim to introduce these as signals for VET reform in our discussions with the partner countries</p>  |
| Next Generation Competitiveness Initiative (NGCI)  | <p>The ETF attended the first meeting of Food and Beverages Expert Group. One of pillars of the OECD next generation competitiveness initiative is to help countries boost competitiveness with EU and other international market. This project methodology is based on the most promising sectors across countries of this region. The food and beverages processing sector is chosen as one of the sectors with more advantages; regional assets, regional sector trends, world sector trends, export performance, foreign investment.</p>   |
| <p>Coordination of operational activities at country and regional level in view of ensuring synergy and complementarity of interventions</p> |  |
| Southern and Eastern Mediterranean   | <p>Tunisia-Joint OECD-GIZ-ETF project reviewing entrepreneurial learning in VET. ETF has contributed to the findings dissemination seminar held on 29 April, where a good degree of interest has been shown by ATFP centres to further work on entrepreneurial learning. With the support of ETF an inter-institutional working group led by MFPE has been set up to work around the development of a Tunisian model to promote entrepreneurial learning across VET system - and in coordination with higher education and education.</p> <p>Israel. ETF was invited among the key speakers during the Israel-OECD Conference "Skills beyond school in Israel"; 20 October, Tel-Aviv. The ETF representatives will have interventions in the sessions dedicated to "Economy, society, employment and vocational training", "vocational training and employment, young people, special populations and transition to HE" and "Next steps for VET in Israel: Looking ahead to Implement Recommendations"</p> |

## COOPERATION WITH UNESCO

| TITLE   | DESCRIPTION  |
|---|--|
| UNESCO Institute for Lifelong Learning (UIL)  | <p>ETF, Cedefop and UIL have cooperated in 2012-13 to develop the Global Inventory on the developments in the area of qualifications frameworks.</p> <p>The ETF, UNESCO and UIL met in Turin on 31 January to discuss preparation of the ETF conference on qualifications framework (8-9 April), Brussels and contributed during the conference to the debates</p> <p>The ETF attended and contributed to the World Reference Levels of Learning Outcomes - the use of level descriptors in the 21st century, 29-30 September, Paris</p> <p>A UNESCO representative participated in the ETF event 'Local Skills Matter - multi-level governance and entrepreneurial communities', 19-20 November, Turin.</p> |
| UNESCO-UNEVOC   | <p>The ETF contributed to the UNESCO-UNEVOC Global Forum, 14-16 October, Bonn. The ETF had a prominent role with two plenary speaking slots, as a member of the Working Group on Greening TVET and during the concluding plenary on international debate on new approaches to TVET/Youth Unemployment and Sustainable Development.</p>   |
| Knowledge sharing activities  | <p>UNESCO contributed to the ETF GEMM- First Regional Conference: VET actors working together", Brussels, 4-5 March.</p> <p>ETF was invited to the Global Forum on Skills for Work and Life Post 2015, organised by UNESCO-UNEVOC with the support of the German Federal Government, 14-16 October, Bonn.</p>  |
| Coordination of initiatives and projects in the Southern and Eastern Mediterranean region | <p>UNESCO has signed the NET MED project with DG DEVCO. The ETF agreed to cooperate with UNESCO possibilities for cooperation within the ETF GEMM project on: use of diagnostics and analysis, participation in activities and capacity building events, exchange of methodological tools.</p> <p>ETF made a presentation during the kick-off meeting of the EU financed Net-Med project, 4-6 June, Paris;</p>   |

## COOPERATION WITH UNDP

|   |  |
|---|--|
| UNDP Istanbul International Center for Private Sector in Development IICPSD | <p>ETF is member of the Advisory Group of the UNDP Istanbul International Center for Private Sector in Development and as one of the key peer reviewers for two Reports on the Role of the Private Sector in Poverty Reduction and Social Inclusion.</p> <p>ETF participated as panel speaker at the UNDP and Turkish Union of Chambers and Commodity Exchanges of Turkey (TOBB) Conference on: "The Role of the Private Sector in Poverty Reduction and Social Inclusion", Istanbul, Turkey, 18 August;</p> <p>ETF contribution throughout the last two years is widely referred to the UNDP publication "The Role of the Private Sector in Poverty Reduction and Social Inclusion - Barriers and Opportunities, a report aiming to provide evidence and be influential for the discussion at the UN level for the inclusive growth model. The ETF report "Good multilevel governance to support VET policy making- a model for all the actors to ensure inclusiveness" is included in the report.</p> <p>The ETF participated as a discussant at the roundtable on 'The role of the private sector in poverty reduction and social inclusion', Istanbul, Turkey, 19 August 2014. The ETF's work on participatory research on VET for social inclusion and some of the recommendations were highly appreciated and one of the conclusions of the panel was to use this method for the further research to follow the UNDP report.</p> |
|---|--|

## COOPERATION WITH DEVELOPMENT AND OTHER BANKS

| TITLE                    | DESCRIPTION   |
|--------------------------|---|
| Asian Development Bank   | <p>Exchange of information on the current projects and initiatives, Manila, 28 February; the ETF representative presented the Torino process and the ETF work on multi-level governance.</p> <p>Kyrgyzstan. The ADB technical assistance provider Helvetas as well as ADB headquarters recognise ETF expertise in the area of tracer work. This has led to consultations as to the approach the ADB project could take. The aim should be to reach an agreement between ADB-G20/ILO and ETF on a medium term action plan for a joint work on capacity building that would ensure that tracer work is used system wide by 2017. This is one of the rare cases where donor capacities and resources could be pooled to reach an agreed result at national level covering policy, implementation and monitoring on a new approach.</p>   |
| EBRD                     | <p>Exchange of information and opportunities for cooperation have been identified in areas like entrepreneurship, qualifications, cooperation with the private sector in the countries of South eastern Europe and Turkey as well as Southern Mediterranean region.</p> <p>Turkey. ETF will facilitate the discussions among the EBRD, employers, the Ministry of National Education and the Ministry of Labour and Social Security.</p> <p>Entrepreneurial learning. EBRD made a presentation on their experience in “Small business know-how: developing consultancy markets to support SMEs” during the ETF Good Practice in Entrepreneurship and Enterprise Skills- A workshop by ETF Enterprising People, Turin, 21-22 July.</p>   |
| African Development Bank | <p>Tunisia. ETF and AfDB identified three possible areas of collaboration: entrepreneurial learning, regional governance and support to the monitoring of the VET strategy implementation.</p>  |
| World Bank               | <p>Morocco. Possibility to start a joint-initiative with World Bank to disseminate and perhaps pilot some of the methodology guides (notably the Tracer Studies Guide, which is in high demand). Very good coordination and contacts set with the World Bank country office in relation to the labour market observatory project. A World Bank representative attended the ETF Tanger workshop on 28 October.</p> <p>Egypt. Agreed to update the progress of TVET II and loans and technical assistance following the Saber report.</p> <p>Former Yugoslav Republic of Macedonia. Exchanges with World Bank continued in relation to the launch of the new big “Skills and Innovation” project in 2014. Possibilities of cooperation in methodologies for Tracer Studies and other tools for anticipation and matching. Other possible areas for cooperation include NQF and reform of qualifications in VET-4, skills anticipation - towards a Skills Observatory</p> <p>Belarus. The ETF is supporting the design of Belarus SME strategy by providing expert advice in the area of human capital. It has been agreed that the World Bank would support the development of the concept of Entrepreneurial University and would finance a joint workshop with the ETF, Ministry of Education, RIHE and BSU in spring 2015.</p> |

## COOPERATION WITH OTHER ORGANISATIONS AND NETWORKS

| TITLE  | DESCRIPTION  |
|--|--|
| Anna Lindh Forum   | <p>Participated in the ETF GEMM First Regional Conference: VET actors working together”, Brussels, 4-5 March.</p> <p>Algeria. A first contact was made with ALF contact institution in Algeria although the civil society suffers from limited freedom of expression and freedom of action.</p> <p>Lebanon. Cooperation for the organisation and implementation of Youth Focus Group (Beirut, June)</p>  |
| NORRAG   | <p>ETF representative shared the KM experience with the members of the NORRAG Ad Hoc Advisory Group, 6 February, Geneva</p> <p>Participation at ETF knowledge sharing meeting, 23 May</p>  |
| European University Institute  | <p>ETF lectured at the X. Migration Summer School in EUI Florence, on 1 July morning, organised by the EUI Migration Policy Centre in Florence between 23 June and 4 July. The two presentations focused on: “Migration, skills utilisation and development” and “Migrant support measures from employment and skills perspective (MISMES)”. As part of the reading list, the ETF publication on the comparative results of migration surveys was disseminated to the course participants.</p> |
| International Foundation Liechtenstein Development Service (LED) – LED Moldova | <p>Participation in all ETF events in the country; Providing the results of ETF work in the country (e.g. template and methodology for the of occupational standards- in their early stage of development); Including one of their local experts in the ETF organised working groups</p>   |



*Governing Board working group, March*



# 5. AUDITS

## EUROPEAN COURT OF AUDITORS

### AUDIT ON 2014 FINANCIAL YEAR

The first audit for 2014 Financial Year took place on 20-24 October 2014 and was carried out as usual by the Court of Auditors.

From this financial audit onwards, new arrangements for the annual audit will apply under Art. 208 of the new financial regulation in connection with Art. 107 of the new financial regulation for agencies. The second audit on the ETF accounts will be finalised by private auditors in the first half of March 2015. The audit company was contracted under the competing inter-institutional framework contract for audits and controls, based on technical specifications agreed between the Court of Auditors and DG BUDG.

### INTERNAL AUDIT SERVICE

The Internal Audit Service (IAS) of the European Commission is the internal auditor of the ETF. The table below shows the number of audit recommendations issued by the IAS since 2008 and the number of open and closed recommendations at the ETF:

| YEAR                                     | AUDIT                             | RECOMMENDATIONS ISSUED | CLOSED RECOMMENDATIONS | OPEN RECOMMENDATIONS |
|--|-----------------------------------|------------------------|------------------------|----------------------|
| 2014                                     | No audit                          | -                      | -                      | -                    |
| 2013                                     | Expert Management and Missions    | 6                      | -                      | 6                    |
| 2012                                     | No audit                          | -                      | -                      | -                    |
| 2011                                     | External & internal communication | 14                     | 14                     | 0                    |
| 2010                                     | Planning & monitoring             | 8                      | 8                      | 0                    |
| 2009                                     | Follow up audit                   | 1                      | 1                      | 0                    |
| 2009                                     | Building blocks of assurance      | 7                      | 7                      | 0                    |
| 2008                                     | Human resources management        | 8                      | 8                      | 0                    |
| Total IAS recommendations issued 2005-11 |                                   | 44                     | 38                     | 6                    |

IAS did not carry out an audit in 2014.

As of 31 December 2014, the ETF has not received any critical recommendations from the IAS.

The most recent IAS audit took place in October 2013 and six recommendations were issued as a result of this audit, including one marked as 'very important'. All open recommendations are expected to be fully implemented by the end of 2014.

In June 2014 the ETF fully implemented the outstanding audit recommendation from the 2011 IAS audit on external and internal communication. As a result the recommendation was reviewed by IAS on 1 September 2014 and recommended for closure by IAS hierarchy.



*The ETF meets Srdan Verbic, the Serbian Minister of Education as part of the communication activities linked to the entrepreneurial communities project.*

# 6. MANAGEMENT OF RESOURCES

| YEAR | CARRIED FORWARD FROM PREVIOUS YEAR |       | TOTAL EU CONTRIBUTION RECEIVED COMMITMENT | OF WHICH        |                                  | OTHER FUNDS RECEIVED  | COMMITTED | PAID*+ | OUTTURN RETURNED TO EC |
|------|------------------------------------|-------|---|-----------------|----------------------------------|---|-----------|--------|------------------------|
|      | Total                              | Paid  |   | EP voted budget | EC assigned revenue <sup>+</sup> |   |           |        |                        |
| 2012 | From 2011                          |       | €20.14m                                   | €20.04m         | €0.1m                            | Italian Trust Fund: €2,805*                                 | 99.9%     | 85.9%  | €0.12m                 |
|      | €2.67m (13%)                       | 89.7% |   |                 |                                  |   |           |        |                        |
| 2013 | From 2012                          |       | €20.14m                                   | €20.02m         | €0.12m                           | GEMM: €0.6m<br>FRAME: €1.25m<br>Italian Trust Fund: €1,081* | 99.8%     | 87.1%  | €0.2m                  |
|      | €2.85m (14%)                       | 90.1% |   |                 |                                  |   |           |        |                        |
| 2014 | From 2013                          |       | €20.16m                                   | €20.02m         | €0.12m                           | GEMM: €0.95m<br>FRAME: €0.15m (estimated)                   | 99.9%     | 86.8%  | €0.2m                  |
|      | €2.88m (14.3%)                     | 90.1% |   |                 |                                  |   |           |        |                        |
| 2015 | From 2014                          |       | €20.14m                                   | €19.94m         | €0.2m                            | GEMM: €0.4m   |           |        |                        |
|      | €2.68m (13.1%)                     |       |   |                 |                                  |   |           |        |                        |
| 2016 |                                    |       | €21.53m**                                 | €21.33m         | €0.2m                            |   |           |        |                        |

The ETF budget has stayed constant since 2012 at a level of €20.14 million and this has allowed the ETF to achieve its objectives as indicated in the Mid-term Perspective and the annual work programmes. 2014 was the first year when, in addition to the EU contribution, the ETF was allowed to use the generated interest (€14,552.88), increasing its budget to €20.16million.

## GOVERNANCE FOR EMPLOYABILITY IN THE MEDITERRANEAN (GEMM)

As agreed in the joint DG EAC and DG DEVCO proposal to respond to the ENP joint communication on “A new response to a changing Neighbourhood”, in September 2012 the ETF was granted an additional €2 million to enhance the impact of its activities in the Southern and Eastern Mediterranean region by implementing the project “Governance for Employability in the Mediterranean (GEMM)”. The project lasts three years and the ETF’s contribution in human resources and infrastructure is expected to be €1.3m. The ETF received €0.6 million in 2013 and €0.95 million in 2014, while in 2015 it expects to receive a last instalment of €402,000.

## FORESIGHT AND REGIONAL ASSESSMENT METHODS FOR EMPLOYMENT (FRAME)

In 2013, DG Enlargement delegated an additional budget of €1.4 million to allow the ETF to implement the project “Foresight and Regional Assessment Methods for Employment (FRAME)” to provide input to country strategies in the area of human resources development. While all funds were received and activities finalised in 2014, in early 2015 there will be the last payments, reporting and audit.

## ITALIAN TRUST FUND

At the end of 2009, the ETF finalised a new agreement with the Italian Ministry of Foreign Affairs for the development of two projects in Lebanon, which were finalised in 2013. No further funds are foreseen.

+ This amount is made available to the agency by the European Commission, based on the amounts that the agency has returned in the previous years, and integrating the budget voted by the European Parliament (a practice that started in 2009), becoming part of the agency’s revenue received from the EU.

\* Representing accumulated interest on residual funds that the ETF has received from Italian Ministry of Foreign Affairs until 2010 as support to its activities in the Southern and Eastern Mediterranean region.

\*\* ETF request in line with the MTP 2014-17.

+ + Represents the amount paid on commitments entered into during current year. Adding the payments to the “Reste a Liquider”, the rate increases to 94.8% in 2014, 95.7% in 2013 and 95.6% in 2012.

All figures correct as of 31 January 2015

## 6.2. HUMAN RESOURCES

### 2014 ESTABLISHMENT PLAN AND STAFFING SITUATION AS OF 31 DECEMBER 2014

| GRADE         | 2014 AUTHORISED POSTS |           | POSTS FILLED 31/12/2014 |           |
|---------------|-----------------------|-----------|-------------------------|-----------|
|               | Permanent             | Temporary | Permanent               | Temporary |
| AD 16         |                       |           |                         | 0         |
| AD 15         |                       |           |                         | 0         |
| AD 14         |                       | 1         |                         | 1         |
| AD 13         |                       | 4         |                         | 0         |
| AD 12         |                       | 10        |                         | 10        |
| AD 11         |                       | 8         |                         | 8         |
| AD 10         |                       | 4         |                         | 5         |
| AD 9          |                       | 12        |                         | 13        |
| AD 8          |                       | 8         |                         | 5         |
| AD 7          |                       | 14        |                         | 15        |
| AD 6          |                       | 0         |                         | 1         |
| AD 5          |                       | 0         |                         | 1         |
| sub-total AD  | 0                     | 61        | 0                       | 59        |
| AST 11        |                       |           |                         | 0         |
| AST 10        |                       | 3         |                         | 2         |
| AST 9         |                       | 8         |                         | 7         |
| AST 8         |                       | 6         |                         | 5         |
| AST 7         |                       | 4         |                         | 4         |
| AST 6         |                       | 4         |                         | 4         |
| AST 5         |                       | 5         |                         | 3         |
| AST 4         |                       | 2         |                         | 3         |
| AST 3         |                       | 1         |                         | 5         |
| AST 2         |                       | 0         |                         | 0         |
| AST 1         |                       | 0         |                         | 0         |
| sub-total AST | 0                     | 33        | 0                       | 33        |
| TOTAL         | 0                     | 94        | 0                       | 92        |

Unfilled posts at higher grades compensate for posts filled in greater numbers at lower grades.

### 2014 ESTABLISHMENT PLAN AND STAFFING SITUATION AS OF 31 DECEMBER 2014

| FUNCTION GROUP | 2014 ESTABLISHMENT PLAN | POSTS FILLED ON 31/12/2014 | VACANT POSTS ON 31/12/2014 |
|----------------|-------------------------|----------------------------|----------------------------|
| AD             | 61                      | 59                         | 2                          |
| AST            | 33                      | 33                         | 0                          |
| TOTAL          | 94                      | 92                         | 2                          |

### TEMPORARY AGENT POSTS VACANT ON 31 DECEMBER 2014

| FUNCTION GROUP | NUMBER | COMMENTS                           |
|----------------|--------|------------------------------------|
| AD             | 2      | Deputy Director and HCD specialist |

### CONTRACT AGENTS ON 31 DECEMBER 2014

| FUNCTION GROUP | NUMBER |
|----------------|--------|
| IV             | 7      |
| III            | 21     |
| II             | 11     |
| TOTAL          | 39     |

The ETF also employs two local agents. The total number of staff as of 31/12/2014 is 133. In addition, two contract agents are employed specifically for the GEMM project.

## 6.3. VILLA GUALINO

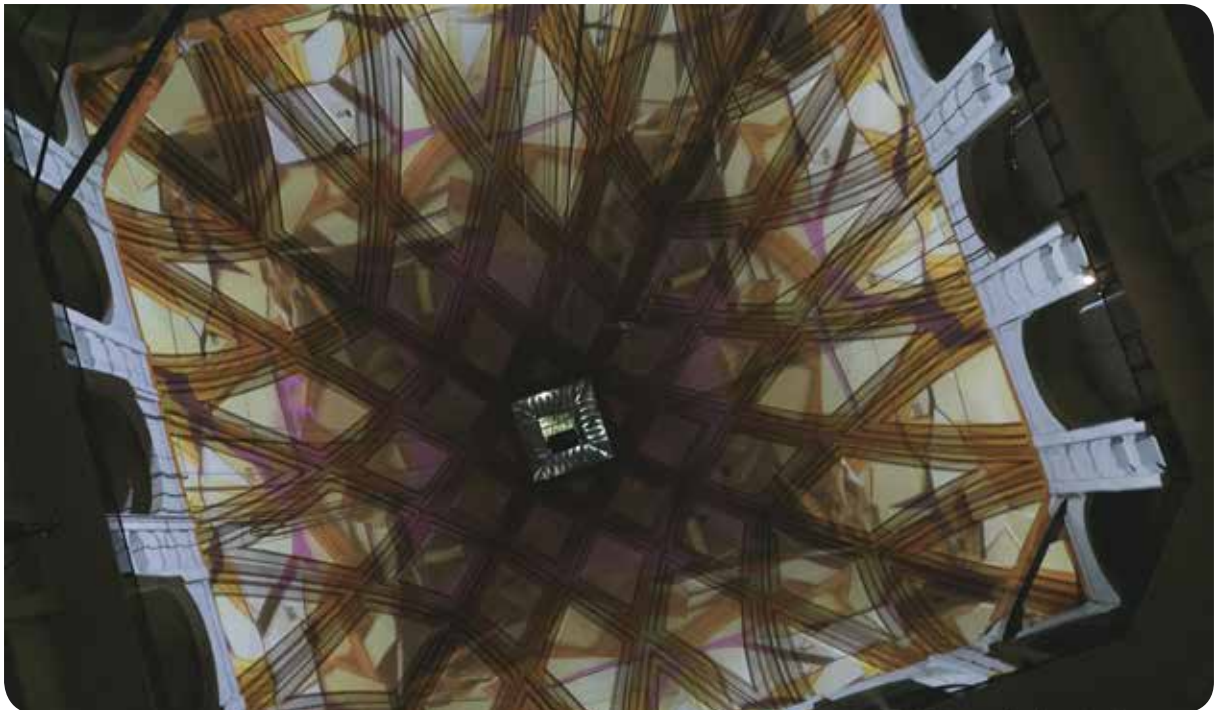
After long and very demanding negotiations and with the support of DG EAC, Commissioner Vassiliou and her Cabinet, in March 2013 the ETF signed a contract with the Piedmont Region for sharing the running and maintenance costs and the provision of services of Villa Gualino, which will expire on 31 December 2015.

The ETF has assumed direct control and management of the maintenance of the internal systems (water, gas, electricity) of the ETF, while the common systems remain under the overall management and maintenance of the region.

The second part of the extraordinary maintenance has been concluded - work concentrated on roof drainage, including the replacement of the down pipes and the roof outlets. The Region has also installed a waterproof layer under the stones of the roof parapets and re-decorated the walls.

The ETF has opened negotiations with the support of the new Chair of the Governing Board, Michel Servoz, for the renewal of the building service contract but the long-term future of the ETF in Villa Gualino is still uncertain.





*The ETF celebrated its 20th anniversary at the Mole Antonelliana in Turin on 20 November*

## 7. COMMUNICATION

The ETF's work on communication showcases the EU approach that encompasses social and economic development and the role of human capital development in the context of the EU external dimension. The ETF's interventions in the partner countries are presented through publications, online, interactive and multimedia communication tools as well as events to stimulate dialogue and knowledge-sharing.

### PUBLICATIONS

In 2014, the ETF's focus on publications was on the guidelines, presentations leaflets and a film for the current round of the Torino Process. These have all been prepared, published and distributed in four languages - English, French, Russian and Arabic.

Three issues of the magazine, Live and Learn, have been produced and featured an exclusive interview with the prime minister of Albania. The magazine also provided insights on the ETF's added value in the field of human capital development in the partner countries through reports from activities and achievements in the countries.

As a highlight in terms of expertise publications, the social inclusion synthesis report was published and distributed in late April.

Policy briefings were published on the topics of entrepreneurial learning, empowering SMEs, youth

entrepreneurship and making better qualifications. ETF policy briefings are made available online and on paper to selected target audiences.

### DIGITAL MEDIA

The ETF website continues to be regularly updated with news articles. It contains a rich selection of documents and papers on the organisation's plans, interventions and achievements in the partner countries.

In terms of social media, the ETF Facebook page got additional "likes" bringing the total to over 7000 and the Twitter account, some 2100 followers. Twitter and Youtube are also now better integrated on the Facebook page and the ETF YouTube channel.

Furthermore, in order to enhance the consultation of young people in the Mediterranean region on their experiences of education and the labour market, a new Facebook page was set up. In less than a month it reached over 7000 likes on Facebook and 150 followers on Twitter.

Films were also produced to support the corporate conference on qualifications in early April (see below) and to publicise the 2014 round of the Torino Process.



*The first regional event for the GEMM project, Brussels, 3-4 March*

A major communication campaign to support the entrepreneurial communities project took place in 2014. The ETF produced short films to showcase seven best practice entrepreneurial communities from ETF partner countries. The communities were featured in an issue of Live and Learn and were invited to a dedicated event in Turin in November 2014. An interactive tool-kit to present the project was also produced.

## DISSEMINATION AND PROMOTION

Communication about the ETF's role, activities and achievements on human capital development was widely distributed to the partner countries, the EU and the member states using both traditional and online channels as well as promotion through media and videos.

The ETF was also the proud recipient of two Gold Quill excellence in communication awards. These were received for the work done in 2013 on training staff in communication issues with the communication week in September. Gold Quills are globally considered as the 'Oscars' of the communication world. Furthermore in October, the ETF was also awarded the prestigious Global Alliance award for the same project.

## EVENTS AND VISITS

The major event organised in the first part of 2014 was the corporate conference held in Brussels in April. 'Making better qualifications in the ETF partner countries' brought together around 100 participants at the European Parliament to discuss how to move forward in terms of qualifications frameworks in the partner countries. As an innovation in ETF events, the feedback sessions from the working groups was done in the form of three videos with the rapporteurs from the sessions along with soundbites from members of the audience. The idea, which was well received by the participants, helped to increase levels of engagement.

A series of corporate events were organised during one week November 2014. The highlight, as mentioned above, was the corporate conference on entrepreneurial communities, which brought together best practice practitioners and policy makers from the EU and partner countries. Using film and an interactive toolkit proved an engaging way to raise awareness on the subject matter.

A Policy Leaders' Forum for Ministers from Arab Mediterranean Countries on the subject of youth employability was also held during this week, as was an event to celebrate the 20th anniversary of the ETF.

Other events have been organised in various EU and partner countries to bring ETF stakeholders face to face to agree on actions to improve vocational training and skills.

## MARKING 20 YEARS OF THE ETF

In 2014, the ETF celebrated its 20th anniversary with its staff and stakeholders.

Past and present staff gathered for a team building day in May. The occasion was an opportunity to reflect upon shared memories and reinforce commitment to the ETF vision and values. Later in the year, stakeholders and staff gathered at the Turin landmark and symbol of the Torino process, la Mole Antonelliana, to celebrate 20 years of the ETF in sound, colour and photos.

A commemorative book, 'Learn More...' was published, telling the story of the ETF and its achievements against the backdrop of the political and social history of the past 20 years. The book was also published in the form of an interactive website.







## CONTACT US

Further information can be found on the ETF website:

**[www.etf.europa.eu](http://www.etf.europa.eu)**

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