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**European Training Foundation:  
Annual Report 2002**

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## 1. INTRODUCTION

### 1.1. Role of the European Training Foundation (ETF)

In line with EC policy and operational priorities, the ETF supports the reform of vocational education and training and management training in over forty partner countries and territories. In doing so it provides services to five Directorates General within the European Commission (DGs External Relations; Enlargement; Employment and Social Affairs; the EuropeAid Co-operation Office and DG Education and Culture, the ETF DG de tutelle). Services are also provided to EC Delegations in the partner countries and to the European Agency for Reconstruction.

Services are delivered in four main geographical blocks across three continents: the Mediterranean partners<sup>1</sup>; the countries of the Western Balkans<sup>2</sup>; Eastern Europe and Central Asia<sup>3</sup>; and the Candidate countries / future Member States<sup>4</sup>.

The ETF is a centre of expertise which integrates detailed knowledge of specific regional / country political and economic dimensions; in-depth knowledge and experience in labour market related vocational training issues; and effective management of major European projects. It is fully involved in the project cycle of the European Phare, CARDS, Tacis and MEDA programmes. As a centre of expertise, the role of the ETF is to:

- provide expertise, advice and information on labour market related training issues;
- provide in depth analysis of the situation in the fields of vocational education & training and employment related issues;
- spread information from Member States on best practice in the European Union; and,
- facilitate contacts amongst key actors and co-operate with other donors.

Since there are significant differences between the four regions and the partner countries, there are naturally a wide diversity of needs and demands articulated. For this reason the ETF does not offer standard products or processes but takes a “tailor-made” approach to the individual partners.

Wherever possible the ETF works at the systemic level to secure the commitment of Ministries and social partners in partner countries to effect changes in national legislation, systems and arrangements. In this way it tries to maximise leverage and achieve the best returns on its investment.

The ETF also provides technical assistance to the Commission for the Tempus programme.

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<sup>1</sup> Morocco, Algeria, Tunisia, Egypt, Jordan, Israel, the Palestinian Authority, Lebanon, Syria, Turkey, Cyprus and Malta. The latter 3 countries are candidates for membership of the European Union and as such are covered by ETF activities for Candidate countries/future Member States (see 4 below).

<sup>2</sup> Albania, Bosnia and Herzegovina, Croatia, Kosovo, Former Yugoslav Republic of Macedonia, Montenegro, Serbia.

<sup>3</sup> Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russian Federation, Tajikistan, Turkmenistan, Ukraine, Uzbekistan and Mongolia.

<sup>4</sup> Bulgaria, Czech Republic, Cyprus, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Romania, Slovak Republic, Slovenia, Turkey.

## **1.2. Structure of the ETF**

The ETF Governing Board (see Chapter 6) is chaired by the Director General of DG Education and Culture and is comprised of representatives from Member States and the European Commission. The Governing Board meets to discuss and approve the ETF annual work programme and budget and is also consulted on issues relevant to the strategic direction and management of the ETF.

The Governing Board is supported by the Advisory Forum, a body of over 100 vocational training specialists drawn from Member States, the partner countries, social partner and other international organisations. The main role of the Forum is to provide advice to the ETF and its Governing Board on the preparation of the ETF annual Work Programme. The Forum also serves also as an exchange network enabling good practices on vocational training policies and reform to be shared between and with countries in transition. Brief details of the work of the Advisory Forum can be found in Chapter 6.

The Director of the ETF reports to the Governing Board and chairs the Advisory Forum. In 2002 he was supported by around 100 Temporary Agent staff in the implementation of the Work Programme which was based on the ETF budget of € 16.8 million for that year.

The ETF is organised on a geographic basis with three departments which cover the future Member States and the Western Balkans; Eastern Europe and Central Asia; and the Mediterranean region. A separate department manages the technical assistance to the Tempus programme which the ETF provides for the Commission. In the field of management training, activities were co-ordinated by the Management Training Unit, which works in co-operation with the geographical departments. Underpinning all ETF operations is the Administrative and Central Services Department which provides technical and administrative support to the organisation as a whole.

## **1.3. The ETF 's evaluation and quality assurance**

During 2002 the ETF benefited from a number of internal and external analyses of its strengths, weaknesses and development needs.

As required by the ETF Regulation (EC) 1572/98 and with help from external experts, the European Commission undertook a tri-annual evaluation of the effectiveness & efficiency of the ETF. In May 2003 the Commission presented the results of this procedure in a Communication to the European Parliament, the Council and the Economic and Social Affairs Committee.

With external professional advice the ETF launched its own process to plan and manage the continuing transition from an organisation dealing predominantly with project management to an expertise organisation providing advisory services to the European Commission and partner country administrations. This "change management" initiative produced a number of recommendations (see 1.4 below) which have been incorporated into a series of action plans. These issues will be taken forward in an ETF action plan which will also include recommendations from the external evaluation exercise described above. Subsequent actions will last until end 2003.

In 2002 as an integral part of the "change management" process the ETF published its 'Strategy 2002-2004' around which structured discussions with all departments and units on the strategy document took place. In the move towards improving quality and effectiveness

the main steps envisaged by the “change management” group on “Quality of Services” have been implemented.

#### **1.4. ETF development**

The contexts in which the ETF operates are subject to rapid change, both in terms of the nature of the services requested by the European Commission and the needs and aspirations of partner countries. Furthermore, key issues which relate to the vocational and management training, labour market conditions and cultural factors all continue to evolve quickly, particularly in economies in transition.

The ETF is well aware of the need to stay ahead of these developments and in 2002 made considerable progress on the change process which started in 2001. The outcomes of this initiative will ensure that the ETF operations as a centre of expertise are based on the latest understanding of the implications of the changes which shape education and training system reform, both in Europe and in partner countries.

This intense ETF-wide exercise which was supported by external consultants produced a number of significant results:

- an ETF strategy – the role of ETF and its priorities 2003-2005;
- a complete Human Resources strategy to support the ETF strategy;
- a “route map” for developing customer oriented quality services;
- a blueprint for a new external communications strategy together with an action plan to raise the visibility of the ETF; and,
- a strategy and action plan for the development, management and sharing of knowledge within the ETF .

The outcomes from this exercise indicate the way ahead in responding to the growing number requests for support from Commission services, in particular EuropeAid; the European Agency for Reconstruction (EAR); the Delegations in partner countries; and the partner countries themselves.

Furthermore, in order to ensure that it remains at the forefront of service to the above partners the ETF nominated three major areas of lifelong learning for particular development:

- vocational training in the context of lifelong learning – in particular the further definition of the concept and implications for the implementation of action plans in relevant countries/regions;
- assessment and evaluation of progress in the reform of vocational training systems – designing an assessment methodology and tools, including benchmarking; and,
- development of training and skills at the enterprise level, particularly in relation to SMEs.

In addition to these measures, the ETF continued to consolidate its expertise in other important and core areas including: teacher and trainer training, qualifications and standards, and labour market assessment.

## **2. ETF ACTIVITIES IN 2002**

This section outlines briefly the ETF activities carried out during 2002. In order to be consistent with Work Programme 2002 these activities are categorised under three headings: support to the Commission; information gathering and analysis; and development activities. A tabular summary of these activities by region is at Annex I.

### **2.1. The Mediterranean region**

#### *2.1.1. Support to the Commission*

ETF has continued to develop a range of services to support the European Commission on the lines started in 2001. EuropeAid has been the main ‘customer’ of ETF services both for its short term operational needs and importantly, to feed medium term reflections on future EC orientations in the field of vocational training and labour market interventions in the Med countries.

DG External Relations is also requesting some services from ETF especially in support for the dialogue between associated Med partner countries and the EC. In addition, DG Education & Culture has asked for ETF help in developing an initiative to promote EU best practices in vocational training (based in particular on the Leonardo da Vinci programme) to Med partners.

Highlights of achievements in 2002 are:

- preparation of an analytical overview of the situation of vocational training and labour market system has been completed in Morocco and started in Tunisia and Egypt. Specific attention has been given to the role of vocational training as part of active labour market policies;
- building further the capacity of partner countries to design and implement responsive vocational training reforms, in particular through continued technical support to the development of a pilot apprenticeship scheme in Syria in line with the strategy of the EC Delegation;
- ETF provided the European Commission with inception and feasibility reports to help the Commission to design a vocational training reform project in Morocco and Egypt. The respective EC Delegations have subsequently asked ETF to provide support to the launch phase of these projects.
- ETF was called to assist the European Commission in developing the political dialogue between the EU and the partner countries by contributing to the design of a framework for dialogue on employment policy and provide technical back-up to the dialogue between the EC and Tunisia on training issues.

As a commitment to increased dialogue between the EU and the Med partners and at the request of DG Education & Culture, ETF has included examples of best practices from the Leonardo da Vinci programme, when relevant, in the activities mentioned above.

### *2.1.2. Information gathering and analysis*

The overall objective in the development of the Observatory function is to increase the different Med partner capacities, in particular through networking of existing national structures. This approach has been validated by a stocktaking exercise on the existing capacities carried out throughout the region, completed during 2002 by the Maghreb region and piloted capacity building actions targeting Algeria.

Similar capacity building actions, adapted to the institutional setting of each country, have been started in Jordan and Syria with an observer status for the West Bank/Gaza and Lebanon. This first phase, awareness raising and establishing national task forces, will lead in 2003 to the operation of a co-ordinated network of national actors able to serve better the information needs of national policy makers and the international community.

### *2.1.3. Development activities*

While most activities carried out by ETF contribute in a number of ways to building ETF intelligence on the various dimensions of the vocational training reform processes, a number of initiatives which took place during 2002 are worth mentioning:

- the completion of a regional study on teacher and trainer supply in the Maghreb and Mashrek region. Teachers and trainers are essential elements for the efficient implementation of vocational training system reform. In the Med environment, where demographic pressure and limited financial resources are immediate concerns, an integrated approach for the management of teachers and trainers was absent. This published study aims to improve the available intelligence on these issues and provide a basis for policy making and planning.
- in a similar way, ‘in service’ training is the response to the issues of continuing vocational education and training (CVET) in the Maghreb region. These countries, often at a more advanced stage of vocational training / labour market system reform, would benefit from a more comprehensive view of the different dimension CVET can bring to their systems as evidenced in the European Union over the past decades. To facilitate this process, a specific study has been made on the situation and potential for development of vocational training and labour market situations in Morocco, Tunisia and Algeria.
- to increase the effective collaboration between countries of the Med region, special attention has been given to building on regional best practice: for example providing opportunities for dialogue between Maghreb countries on continuing vocational training policies; and Tunisia has hosted a study visit of Syrian officials to learn about apprenticeship systems in Med environments. A similar arrangement is in place for the development of the “Observatory” capacity in the Mashreq region where Jordan is a focal point for Syria, West Bank and Gaza and Lebanon.

During the second half of 2002 ETF discussed a proposed series of thematic studies with the World Bank which would contribute to discussions on the reform of vocational training in the countries of the region. Three issues of particular importance, often neglected, were identified:

- governance and financing of training institutions; in particular the promotion of flexible and decentralised management;



- enhancing the participation of social partners in the design, financing and provision of training; and,
- the role of the informal sector in the acquisition and development of skills.

During late 2002 a concept was elaborated and the contractual tools developed for the preparation in 2003 of country reports covering five countries in the Med region. This work was approved by the ETF Governing Board in the Work Programme 2003.

## **2.2. Western Balkans**

### *2.2.1. Support to the Commission*

The European Commission increased substantially its investment in human resource development in the Western Balkans during 2002. As a result the ETF has now increased its involvement from 4 to 15 CARDS projects, generating a substantial increase in workload. In each of the entities of the Western Balkans there is at least one CARDS project in which ETF participates in the preparation phase. The ETF has provided the Commission with project fiches and/or terms of reference for these projects and has participated in several tender evaluations. In countries where the implementation of CARDS projects has started, such as Bosnia and Herzegovina and FYROM, ETF has provided Commission task managers with advice on the development of the content of the project.

On 30 January 2002 ETF organised a training session for colleagues in EuropeAid on human resource development in relation to the project cycle. Progress reviews on vocational training and labour market reform have also been sent to counterparts in the Commission.

### *2.2.2. Information gathering and analysis*

Using the outcomes of the external evaluation of the Phare Observatories, the ETF has moved towards financing the Observatories on an output/product basis; one of the products prepared in 2002 was the national report on vocational training. After discussions with the Observatories it was decided to move towards a system of three-yearly comprehensive national reports; during the other two years the focus will be on progress and developments during the year. The collection of key indicators on vocational training in the Western Balkans has made substantial progress and led in October to the publication “Key indicators on vocational education and training”. In addition, an agreement was made with the Observatories to improve the set of key indicators to be collected and analysed in 2003.

The Serbian Observatory, launched in the first half of 2002, is now in full operation. It has produced several reports, including an extensive report on vocational training in Serbia.

### *2.2.3. Development activities*

In February 2002 the peer review project, a lighter version of the OECD reviews on education, was launched in Ljubljana. In close co-operation with ministries of education and labour, the agreed focus is on the processes of policy implementation, decentralisation and employability. Five peer review teams of EU, Future Member State and Western Balkans experts visited Albania, Croatia, Kosovo, Montenegro and Serbia and prepared reports on the assessment of vocational training reform policy initiatives and recommendations to national policy makers. Early in 2003 these recommendations will be discussed in national workshops, which will lead to the final reports. The project also aims to build capacity and exchange experience and co-operation among vocational training experts, policy makers and other

stakeholders; recommendations can provide a valuable contribution to the CARDS programming cycle.

In March 2002 a first meeting of the Teacher and Trainer training (TTT) network in South East Europe was held in Sofia. Representatives from education ministries, teacher training institutes and schools from ten countries agreed on a prominent role for TTT reform in the region in order to build up the TTT network and to exchange experience and ideas on TTT. A Compendium of Good TTT Practice has been published on the ETF web-site. The second meeting of the network will be held in February 2003 in Dubrovnik.

In Bosnia and Herzegovina a project on skills development for SMEs was launched based on the close co-operation already established with the existing CARDS Economic Revitalisation project. Within the companies which participated in the CARDS project, enterprise-based management development and consulting services are addressed. Another SME project has been carried out in Albania with support from the Italian government.

A project on social partnership was implemented on behalf of the Economic and Social Affairs Committee. During several workshops and conferences the role of social partners was strengthened through training in dialogue and negotiation skills at the different levels. In addition a national report on the state of social dialogue across nine countries provides the basis of a cross-country analysis to be published early in 2003.

### **2.3. Eastern Europe & Central Asia**

#### *2.3.1. Support to the Commission*

During the course of 2002, at the request of the EuropeAid Co-operation Office, DG External Relations and the delegations, ETF provided support to various stages of the Commission's programming cycle across the Tacis Programme region. The support included: contributions to National Indicative Programmes and Action Programmes (in the Russian Federation, Ukraine and Central Asia); participation in project appraisal missions (in Armenia); drawing up project fiches and terms of reference (in Armenia, the Russian Federation, Ukraine and all Central Asian countries); and participation in tender evaluation (in the Russian Federation).

In addition, the European Commission Delegation in Moscow asked the ETF to contribute to content monitoring of the Delphi II project. The increase in these requests in 2002, also as a result of agreement on a regional framework which outlines the ETF support to the Commission in the region, is expected to have a substantial impact on the Department's workload in 2003.

#### *2.3.2. Information gathering and analysis*

The network of National Observatories, established in each of the countries of the Eastern Europe & Central Asia region, acts as the main source of up-to-date information of ETF and provides key indicators and analyses of trends and developments while at the same time disseminating international best practice in the region. Following the external evaluation completed at the end of 2001, the ETF has worked during the past year to develop an overall strategy for the network, with a view to further enhance its impact in the partner countries, bring its activities more in line with Commission policies and priorities and increase sustainability of results.

The strategy development exercise in 2002 has produced a number of important outcomes. The focus and scope of the National Observatory work has been clarified under the form of

Country Frameworks for the period 2003-2005, with direct links between Tacis priorities, ETF regional framework and yearly activities of ETF and the Observatories. More attention has been paid to Observatory Steering Committees and to services that the Observatories can offer to a wider range of clients and stakeholders, in support to vocational training and labour market modernisation efforts. Short-term ad-hoc task forces comprised of team leaders from different Observatories and ETF staff were asked to address key strategic issues and make recommendations: on the network's vision and mission; its *modus operandi*, core products, corporate image of the network; strategies for the dissemination of outputs including the development of a new network website; and a new approach to the collection and analysis of key indicators etc.

### 2.3.3. *Development activities*

The final phase of the 3-year bilateral donor-funded Vocational Training Reform project in Ukraine was implemented in 2002. The project has resulted in the development of new curricula ready for implementation in schools, the completion of teacher training courses; and the start of a study on teacher training aimed at producing an updated teacher training handbook. Since the Steering Committee meeting in November 2002 which was also attended by a number of representatives of the Ministry of Education and Science, it has become clear that project has contributed to putting vocational education and training on the political agenda in Ukraine.

The main results of the North West Russia Vocational Training reform project were discussed and validated by the Board of the Ministry of Education. The Board, chaired by Minister of Education Mr Filippov, concluded that the project has been the most significant contribution to the process of modernisation of vocational training during the last 10 years. Through a number of pilot innovations this has fed into the development of comprehensive regional and federal VET policies. The meeting resulted in a decision which commits the Ministry of Education to consolidate and disseminate the project results to all regions of the Russian Federation with a view to strengthening its sustainability and make them available to non-participating actors of the Russian vocational training community.

The on-line course "Consolidating knowledge in the field of project evaluation through eLearning – the EU approach" was delivered by the ETF to a group of 21 Russian, Armenian and Kazakh participants - adult training and education professionals, experienced in project management and implementation at national and international level. Expert trainers shared with participants a range of learning materials which are accessible on the web thanks to dedicated software.

The 'Training for Enterprise Development' cross-country project involved a survey of around 400 SMEs in Kazakhstan, Kyrgyzstan and Uzbekistan including an unprecedented skills audit of over 200 companies in Kyrgyzstan. The findings of these studies laid the ground for a series of practical business training workshops for hundreds of senior managers in the three countries. The final conference of the project took place in Kyrgyzstan in June 2002, in parallel with the regional Advisory Forum and National Observatory network meeting. Participants included representatives of employers organisations, key stakeholders and international donors working in the region. The conference addressed the links between vocational education and training and enterprise development which the ETF has identified as a priority for vocational education reform in the Eastern Europe and Central Asia.

## **2.4. Candidate countries**

### *2.4.1. Support to the Commission*

ETF activities with the Candidate countries during 2002 concentrated mainly on familiarising the countries with EU discussions and policy developments on vocational training and employment. The ETF provided regular updated information to the countries and organised meetings on the state of play of the “Bruges/Copenhagen process” on increased EU co-operation in vocational training. During the second half of 2002 the Candidate countries became full participants in this process.

Examples of meetings in 2002 for the Candidate countries include:

- Conference in January on “Recognition and validation of skills acquired through work experience” in co-operation with the French authorities;
- Seminar on “Mobility and transparency of qualifications” in February;
- Seminar on “Vocational training reform in the context of Lifelong Learning” in February;
- Briefing meeting for FMS on the Bruges/Copenhagen process in September.

In addition the ETF also conducted surveys on the validation of non-formal and informal learning, e-learning and vocational guidance and counselling. Discussions have been held with DG Education & Culture and Cedefop on the development of a knowledge management system and the establishment of a Lifelong Learning Database to contain examples of good practice.

At the request of DG Employment & Social Affairs, monographs on vocational training and employment services were prepared for nine Candidate countries and a preliminary cross-country synthesis report has been published and presented at several conferences. The monographs are used to contribute to monitoring the follow-up of the Joint Assessment Papers for employment policy and for the identification of priorities to be supported by the Social Fund. For Bulgaria, Latvia and Romania, the three remaining countries, monographs are expected to be completed in Spring 2003.

Specific attention has been paid by the ETF to Bulgaria, Romania and Turkey where the ETF supported the implementation of Phare or Meda or pre-accession projects. In Turkey three major projects have been prepared in the field of vocational training and employment and an employment background study has been prepared; this will be discussed in a high level workshop in February 2003. In Romania the ETF carried out an evaluation of a number of human resource development projects under the Phare 1998 "Regional Policy and Cohesion Programme"; the general conclusion is that the projects have had a positive impact on the development of local capacity to implement human resource initiatives. In Bulgaria the Phare Management Training Programme ended with a final conference held on 11 October in Borovets.

An institution building project across the three countries aimed at key stakeholders who are involved in preparing for receipt of European structural funds. The activity provided the opportunity to see how policy and organisation of structural funds operates in an EU Member State; through national workshops these experiences have been shared with other key players.

In Turkey, the preconditions for the start of the Leonardo da Vinci programme have been fulfilled only recently and therefore preparatory measures will start only in 2003.

#### *2.4.2. Information gathering and analysis*

The National Observatories in the Candidate countries have participated actively in many of the activities described above and are key intermediaries between ETF and local policy makers. Through an agreement with Cedefop the ETF has arranged for Observatories to participate in Cedefop activities.

#### *2.4.3. Development activities*

The ETF, Cedefop and the Danish Ministry of Education organised a conference on “Teachers and trainers in vocational training in the future Member States” in November in Aalborg. The core of the event was the issue of future challenges and priorities including the association of future Member States with the Cedefop Teacher/Trainer network in 2003. In April the ETF-Danish project on Teacher and Trainer Training in Latvia and Lithuania ended with a final conference which was attended by the President of Lithuania.

The project on the development of lifelong learning (LLL) policies at regional level was cancelled due to the lack of co-financing. ETF funds were diverted to the ETF LLL Thematic Group to develop and publish the monographs; for the dissemination of the Slovene Phare VET reform experience to the countries in the Western Balkans; and for a comparative study on vocational training reform in Lithuania and Latvia.

### **2.5. Technical assistance to the Tempus programme**

The ETF continued to provide technical assistance to DG Education and Culture for the Tempus Programme. In 2002, the range of countries eligible to participate in the programme was extended to the following Mediterranean partners: Algeria, Egypt, Jordan, Lebanon, Morocco, the Palestinian Authority, Syria and Tunisia. Israel’s participation in the Tempus Programme is possible on a self-funding basis only.

Under the present phase of the Programme, Tempus contributes to the reform and management of higher education institutions through targeted Joint European Projects (JEPs) in clearly specified areas. These include Curriculum Development, University Management, Institution Building and Multiplier projects. In addition, Individual Mobility Grants (IMGs) are available to all partner countries eligible under Tempus III.

#### *2.5.1. Selection of Tempus CARDS, Tacis and MEDA Joint European Projects*

In 2002 the deadline for Joint European Projects applications was 15 December 507 JEP applications were received. Of these, 264 involved the Tacis partner countries, 123 the MEDA Partners and 120 the CARDS partner countries.

### *2.5.2. Selection of Tempus CARDS and Tacis Individual Mobility Grants (IMG)*

In 2002 Individual Mobility Grants were amended to include new types of activities such as the preparation of JEPs, attendance at a specific event, or participation in retraining. A new IMG timetable was also established which permits up to three calls per year. For the June 2002 deadline, applicants had the opportunity for the first time to submit application forms on-line.

For the June and October 2002 deadlines a total of 220 applications was submitted of which 86 were for CARDS and 134 for Tacis. 47 CARDS IMGs received financial support totalling 63,042.00 Euro. For Tacis 70 IMGs received financial support totalling 126,241.00 Euro.

Applications from the MEDA Partners will be eligible from the February 2003 call onwards.

### *2.5.3. Monitoring*

Monitoring activities in both Tempus CARDS and Tempus Tacis covered the standard functions of contract management, desk monitoring, preventive monitoring and overall support to running projects.

Annual grants (a total of 825 payments) were issued for current Tempus projects following the assessment of progress reports. Progress reports were assessed by the monitoring desks (a total of 136 reports). Several hundred CARDS and Tacis projects received support and advice.

The ETF provided logistic support and training for a total of 297 project representatives of newly selected CARDS and Tacis projects at two meetings held in Brussels in February and October 2002. Training materials were developed and made available on the web and Tempus contract management documentation developed in co-operation with the Commission.

Monitoring activities also included financial assessment of projects, in particular the financial assessment of Statement of Expenditures (of both Annual and Final Reports – a total of 335 reports); the preparation of files for litigation; and co-ordination of external auditing of projects. During 2002, a major “cleaning up” exercise took place and most of the open and outstanding reports were followed up and closed. This activity concerned all types of projects, including JEPs, IMGs, CMEs CPs and pre- JEPs and all countries in the Phare, CARDS and Tacis regions.

### *2.5.4. Computer development*

Following a thorough analysis, a new Tempus website was developed and launched in May 2002.

Further computer developments were put in place including the development of the Tempus Database (TDB) in order to ensure a structured repository of all key monitoring and payment information for JEP monitoring procedures. Furthermore, security functions were developed in order to control access to the database and ensure the integrity of data.

Business Objects© (BO) was implemented as a reporting and decision support system to allow the retrieval and comparison of project related information on a large scale.

On-line application forms for IMG applicants and an “Expert Call for Applications” were successfully introduced and integrated into the TDB and the Tempus website.

At the end of 2002, initial feasibility studies and actions were launched with DG Education & Culture on the use of the Symmetry system, an IT system developed by the Commission for project and information management.

#### *2.5.5. Information and publications*

A new “Guide for Applicants” covering the period 2002-2006 was produced and is available both in hard copy and electronically.

Following the extension of the Tempus Programme to the Mediterranean, a “Tempus MEDA Supplement” was published in the eleven official languages of the EU Member States as well as in Russian and Arabic.

A “Tempus @ 10” study was published to capitalise on and advertise the achievements of the Tempus programme in the 10 Candidate Countries. It demonstrates that, in some cases for more than a decade, the Tempus programme has achieved sound results in assisting these countries in the reform of higher education and in preparing for integration into the European Union.

A “Tempus in the Western Balkans” publication aiming to disseminate the outcomes of three regional Tempus seminars held during late 2000 and 2001 in Sarajevo, Skopje and Tirana was prepared and published during 2002.

Another study was launched in 2002 and addresses university reforms in university management and teaching as well as support for institution building projects in Hungary, Poland, Bulgaria and Romania.

#### *2.5.6. Special events*

The Tempus Department of the ETF supported DG Education & Culture in the organisation of Tempus Information Point (TIP) and National Contact Point (NCP) meetings in Brussels in April and October 2002.

The Tempus Department of the ETF was represented at the Tempus Committee meeting organised by the Commission in June 2002. Tempus Department staff were present at several information days and also participated in information campaigns organised by the Commission and partner countries.

### **3. CO-OPERATION WITH OTHER EU AGENCIES**

The ETF continues to work closely with other EU agencies on issues of common interest. The Director attended the two meetings of heads of agencies in 2002 during which items of mutual concern such as governance, funding, personnel and administrative issues were discussed.

For several years there has been close co-operation between the ETF and Cedefop, particularly in the context of work with the Candidate countries. The ETF aligns its activities in these countries with the requirements of the overall accession process, which includes assisting the countries in their preparations for participation in Community Agencies such as Cedefop. During 2002, ETF and Cedefop Governing Boards agreed a list of joint activities for the year 2003 and several joint meetings between the two agencies took place throughout the year.

In 2002 Eurydice, Cedefop and ETF agreed a joint co-operation framework which appears in the annual work programme for 2003 of each organisation. Closer co-operation is necessary not only because the widening of Community activities in the fields of education and vocational training to cover the Candidate countries, but more especially because within Europe these areas are rapidly becoming more integrated.

The ETF co-operates closely with the European Agency for Reconstruction in the Former Yugoslav Republic of Macedonia, Serbia, Montenegro and Kosovo on CARDS projects concerning Human Resource Development. The co-operation involves preparation of project fiches and Terms of Reference, participation in tender evaluations and contributions to project monitoring.

The ETF also co-operates closely with other agencies on a wide number of issues, such as administrative and central services, information & communication strategies, site management & security, recruitment and computer and information technologies. The ETF participates in the Common Support Service Steering Committee consisting of 12 member agencies and institutions which collaborate on the development of the SI2 budgetary and financial management system.



## **4. FINANCIAL REPORT**

### **4.1. Funding sources**

The ETF receives an annual subvention from the European Community budget to cover its administrative costs as well as the cost of operations in the annual work programme. In 2002 the subvention amounted to € 16.8 million.

The ETF also continued to manage funding from the European Union's different external assistance programmes. These funds were transferred via conventions signed with the Commission for the management of Phare/CARDS and Tacis programmes on behalf of the Commission. In 2002, the ETF handled around € 2.1 million in Phare and Tacis convention funds for vocational education and training projects. The ETF also provides technical assistance to the European Commission for the Tempus programme and managed around € 152 million in Tempus Phare funds and € 91 million in Tempus Tacis funds.

### **4.2. Budget execution**

Automatic and obligatory increases in personnel costs impacted negatively on the number of staff employed by ETF during 2002 compared to initial plans (-4%) and will also affect staff numbers during 2003. Despite these issues the budget as a whole was executed according to plans.

Some savings were made in meeting expenses and translation costs and were reallocated through an amending budget agreed by the Governing Board in October. The savings came from the cancellation of one meeting of the Governing Board and the proposed meeting of the Advisory Forum Meda Regional Group. An outstanding credit position with the European Translation Centre also released funds.

The details of transfers during 2002 are as follows:

- € 20,000 from Chapter 25 (Governing Board meetings) was transferred to Chapter 31 (Work Programme activities) to cover new requests for support from the European Commission in the Meda and Tacis regions;
- € 75,000 was transferred from Chapter 30 (item 3040 "Translation Costs") to Chapter 31 (Work Programme activities) for the same purposes as above;
- € 60,000 from Chapter 30 (item 3050 Meetings of the Advisory Forum) was transferred to Chapter 31 (Work Programme activities) for the same purposes as above.

The table below shows the state of execution of the budget (in Euro) at 31 December 2002. Note that the figures do not include de-commitments and "regularisations" carried out in 2003 for the preparation of the annual accounts 2002.

2002	Budget (amended) A	Committed B	Paid C	Automatic carry-over D	Total expenses E=C+D	% F=E/A
Title 1	10,530,000	10,529,279	10,152,812	356,331	10,509,143	99.80
Title 2	1,366,050	1,364,484	805,051	541,141	1,346,192	98.54
Title 3	4,903,950	4,902,223	2,307,115	2,594,966	4,902,081	99.96
<b>TOTAL</b>	<b>16,800,000</b>	<b>16,795,986</b>	<b>13,264,978</b>	<b>3,492,438</b>	<b>16,757,416</b>	<b>99.74</b>

### 4.3. Procurement

Procurement in the ETF is managed centrally by its Legal Service. In 2002 a total of 73 calls for tender were launched and 113 contracts processed. The number of grants issued was reduced significantly from 68 in 2001 to 20 in 2002. This reduction was mainly due to the fact that the ETF National Observatories were contracted through framework contracts.

The ETF Advisory Committee on Procurement and Contracts (ACPC) met on three occasions in 2002. A total of 7 reports and 10 information sheets were discussed.

### 4.4. Financial and management systems

The ETF completed the integration between budgetary and general accounting software and launched an automated electronic payment system.

In addition a new application was developed in-house for the management of ETF fixed and non-fixed assets of a non-financial nature. This inventory system is now operational and enables presentation of, and accounting for depreciation of fixed assets, in accordance with Commission Regulation 2909/2000 and in response to recent recommendations from the Court of Auditors.

The budgetary accounting system was further developed in order to allow ETF staff to attach in an electronic format and to every single budget transaction in SI2, all the related supporting documentation. This allows even greater financial discipline, transparency and effectiveness since every financial actor can view on line and in real time, every budget transaction and have access to the underlying supporting documentation.

## 5. PERSONNEL

At the end of 2002 the ETF employed 94 Temporary Agents. Details of the grading and nationality of staff can be found below.

### 5.1. Staffing and organisation chart

#### 5.1.1. Temporary agents

#### 5.1.2. Table A: The number of temporary agents in post on 31 December 2002 (by category and nationality)

Nationality / Category	A	B	C	Total
Austria	1	3	-	4
Belgium	2	7	2	11
Denmark	3	-	-	3
Finland	1	1	1	3
France	5	3	1	9
Germany	6	2	2	10
Greece	2	-	-	2
Ireland	1	2	-	3
Italy	8	9	3	20
Luxembourg	-	-	1	1
Netherlands	6	2	-	8
Portugal	-	-	1	1
Spain	2	1	-	3
Sweden	-	1	1	2
United Kingdom	8	5	1	14
<b>TOTAL</b>	<b>45</b>	<b>36</b>	<b>13</b>	<b>94</b>

#### Explanatory note:

- (1) The ETF "Mid-term perspective on staff resources 2002-2004" (ETF-GB00-043) indicates 105 Temporary Agent (TA) staff for 2002, falling to 99 TA staff from 1 January 2003 onwards.
- (2) In mid 2002, 5 additional posts were agreed for 2003 to provide technical assistance to the Tempus Meda programme from 2003 onwards. This raised the total numbers of TA staff to 104 with effect from 1 January 2003. This figure is also in line with the TA staff number for 2003 (104) in the ETF Establishment Plan.
- (3) During 2002, 11 Auxiliary Agent contracts covered the shortfall between the 94 TA staff in post and the 105 posts indicated in the "Mid-term perspective on staff resources 2002-2004" pending the appointment of new staff.

5.1.3. *Table B: Change in temporary agent staffing profile during 2002*

Grade	Situation on 31/12/2001	Departure	Recruitment	Situation on 31/12/2002
A	45	-3	+3	45
B	43	-7		36
C	14	-1		13
TOTAL	102	-11	+3	94

5.1.4. *Table C: The number and type of other staff employed in the ETF at the end of 2002*

Local agents	11
National Experts on secondment	7

**5.2. Personnel initiatives**

In 2002 the ETF :

- adopted its Human Resources strategy;
- implemented the new Performance Appraisal System for the ETF staff which is based on individual objectives agreed between the jobholder and the reporting officer, and includes individual competences and training needs;
- adopted a competence map which includes core competence areas for all staff and specific technical competence areas for all functional roles within the ETF ;
- carried out an assessment of individual competences of all staff based on the competence map;
- implemented the annual promotion exercise for the ETF staff;
- implemented the annual training plan for ETF staff.

## **6. GOVERNING BOARD AND ADVISORY FORUM**

### **6.1. Governing Board**

The ETF Governing Board met on 26 November 2002. The meeting was also attended by observers from all Candidate countries.

The Governing Board:

- approved the ETF draft Work Programme for 2003 and the “Rolling Frameworks for Foundation action” in the Western Balkans and the New Independent States 2003-2005;
- approved the proposed Draft Budget 2003 subject to subsequent approval by the Budgetary Authority;
- approved the implementation of Article 21 of the Financial Regulation;
- granted discharge to the Director of the ETF for Budget 2001;
- granted discharge to the Accounting Officer and the Assistant Accounting Officer ETF for operations relating to the revenue and expenditure account for 2001;
- noted forthcoming changes to the ETF Financial Regulation;
- discussed the results of the ETF external evaluation 2002;
- took note of the ETF Human Resource Policy and Development Follow-up;
- noted the ETF financial management reform; and,
- noted the synthesis report of the Candidate Country Monographs.

### **6.2. Advisory Forum**

The principal function of the Advisory Forum is to deliver an opinion to the Governing Board on the ETF draft Work Programme for the following year.

Advisory Forum members are assigned to four Regional Groups which represent Candidate countries; South Eastern Europe; Eastern Europe and Central Asia; and the Mediterranean partners. For the first two years of the Forum’s three year life-span each of these Regional Groups meet once each year. In 2003 there will be a plenary meeting in Turin which will bring together all four groups.

During 2002 three Regional Groups met to review progress of ETF strategy and activities in the particular region and to start the development of Work Programme 2003 by offering advice on regional needs. Regional Groups meetings during 2002 took place as follows:

*6.2.1. Eastern Europe and Central Asia (EECA) Regional Group–13-15 June –Kyrgyzstan;*

The meeting was combined with the annual meeting of the ETF National Observatory network and the final conference of the ETF-funded project “Training for Enterprise Development”. Around 100 participants from all EECA countries and the EU attended, making this the largest international event organised by ETF in EECA. The mixture of employers, employer organisations, education and employment policy makers, representatives from international projects, international organisations and experts from the EU and the EECA countries worked well, resulting in a very rich conference.

*6.2.2. South Eastern Europe Regional Group – 20-21 June –Montenegro;*

The proposed ETF Work Programme 2003 priorities, in particular the emphasis on regional co-operation and the process of cascading of experience from Candidate countries to the Western Balkans gained the support of the Regional Group. Training of teachers and trainers, lifelong learning and proposed initiatives on the structure of national qualification were considered to be most relevant for the region. The combined meeting with the National Observatories was useful for developing links between the Advisory Forum and National Observatories.

*6.2.3. Candidate countries Regional Group – 6-8 October, Bulgaria*

The Group supported the proposed priorities for the ETF Work Programme 2003, in particular the co-operation arrangements with Cedefop and the proposed cascading of experience from Candidate countries to the Western Balkans.

Participants discussed the possible integration of national Observatories in Candidate countries into the Cedefop REFER network and welcomed the report on the latest EU developments on the vocational training/education and the presentation of key findings of ETF work on Monographs.

### ANNEX 1: Table of operational achievements

<b>Region: Meda Region- 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>1. ETF – Support to Commission (3100)</b>					
B01	DZ, MA, TN, EG, IL, JO, LB, PS, SY, TR, CY, MT	Euro-med regional network of vocational training specialists (Statutory regional meeting of Advisory Forum)	Proposed meeting cancelled & Meda AF members informed. Consultation procedure on WP 2003 launched. Overall agreement for strategy and actions proposed.	60000	0
B02	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Provision of overview on the situation of VET system and its ability to answer labour market human resources needs.		70000	187290
	TN	Provision of overview on the situation of VET system in TN and its ability to answer labour market human resources needs	Study visit took place. Mission in TN carried out (18-27 Nov). Briefing in Brussels carried out (28 Oct).		
	MA	Provision of overview on the situation of VET system in MA and its ability to answer labour market human resources needs	Study (paper/electronic version) published (Nov).		
	EG	Provision of overview on the situation of VET system in EG and its ability to answer labour market human resources needs	First fact-finding mission to EG carried out. Desk work undertaken. Second fact-finding mission prepared. EC delegation informed.		
	Yemen	Provision of overview on the situation of VET system in Yemen and its ability to answer labour market human resources needs	Resources identified. ToRs prepared and agreed by both EC and World Bank. Contractual procedures completed and expert recruited.		
B03	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Reinforce the capacity of key national stakeholders to design and implement VET reforms strategies		70000	255734
	SY	Reinforce the capacity of key national stakeholders to design and implement VET reforms strategies: ETF support to the introduction of pilot apprenticeship modalities in Syrian VET system 2001-2003	Missions carried out as planned. Preliminary action plan for 2003 agreed with Syrian stakeholders during debriefing meeting. EC Delegation briefed on progress, challenges and main lines of intervention for 2003.		
	IL	IL- EU Association Agreement support	Activity reshaped (now in two phases, studies and workshop). ToRs for expert (study on the situation of eLearning in IL) drafted. Expert identified, contracted and briefed.		

<b>Region: Meda Region- 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
B04	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Provide the European Commission with feasibility/identification analyses for Meda projects under preparation.		200000	145265
	MA	Feasibility/identification analyses for Meda project under preparation for MA	Identification mission in MA (7-26 January). Feasibility mission in MA (4-23 February) and mission report approved. Mission to Belgium (17-21 April): Support to EC (AidCo B4) in negotiations with the Moroccan Authorities. Mission to Belgium (17-19 June). "Convention of Finance" documents and annexes elaborated and discussed. Upon request of the delegation missions missions to MA carried out (2-10 Oct): ToRs elaborated.		
	SY	Feasibility/identification analyses for Meda project under preparation for SY	Mission carried out as planned. Presentation to Syrian key of the fact-findings of the identification mission. State Planning Commission proposed as Syrian counterpart for the project team. ToRs for expert jointly prepared with AIDCO/B4. Special briefing meeting organised at EC Delegation in December to present the project to the new person responsible. Report to be published on the web.		
	EG	Identification, feasibility and appraisal for Meda project under preparation for EG	EC VET reform project in EG (designed by ETF) approved by the Meda Committee July. Negotiations between EC and Egyptian authorities about project implementation arrangements continuing. No specific request from EC side on the future role of ETF in the project (pending discussions).		
	DZ, MA, TN, EG, IL, JO, LB, PS, SY, TR, CY, MT	Preliminary analyses for Meda regional project under preparation on Education and Training for Employment	ETF provided technical advice to AidCo and external contractor on experience on key success/risk factors in regional co-operation. Experiences and documentation on the Observatory function project shared.		
B05	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Ongoing monitoring of vocational training system reform (including impact of EC projects on the reform processes)		100000	48950
	DZ	Preparatory analysis to facilitate institutional capacity for monitoring VET system reform and forecasting of labour market needs. This initiative is linked to the development of an Observatory function for employment and training which will be developed by a MEDA programme project (see B 07 below).	International expert mission completed. Local expert identified. Expert mission for the follow-up of action plan carried out. Report written on forecast of competence needs of micro-industrial activity in progress.		
B06	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Assistance to the European Commission in the harmonisation of operational strategies and methodologies.	Design of framework for VET/labour market strategy. Brainstorming within the Med department organised.	0	0



<b>Region: Meda Region- 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>2. Information gathering and analysis (3110)</b>					
B07	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Development of the Observatory function		300000	194866
	MA, TN		ToR finalised for MA. Expert identified.		
	DZ	Observatory function development: Algerian capacity Building	Study visits in Spain and France carried out. Expert report (France) finalised. Observatory Function launching seminar postponed until March 2003.		
	EG, JO, LB, PS, SY	Observatory function development: Other countries capacity building	B07-3-1 (SY): Syrian taskforce draft report finalised and presented in JO. Syrian participation in seminar in JO as planned. Encouraging signs of regional co-operation in 2003. B07-3-2 (Jord/Pna/Lib): Draft Task force report and action plan finalised. Validation seminar in JO held. Expert mission report finalised. Meeting between Jordanian and Syrian Task Force held. B07-3-3 (Egyp): Mission to EG carried out.		
	DZ, EG, JO, LB, PS, SY	Observatory function development: Regional/sub-regional networking	Due to the difficult situation in the region and the different stages of national development, regional activities have been postponed.		
	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Observatory function development: Key indicators for MEDSTAT	Strategy paper drafted.		
<b>3. Development activities (3120)</b>					
B08	EG, IL, JO, LB, PS, SY	Innovative practice in teacher and trainer training (2nd phase).		0	98556
	EG, IL, JO, LB, PS, SY	Innovative practice in teachers' and trainers training (2nd phase) Stocktaking Mashrek	Experts recruited. Field visit carried out (31 August-5 September). Final version of report to be provided early January 2003.		
	DZ, MA, TN	Innovative practice in teachers' and trainers training 2nd phase: Synthesis report	Synthesis report drafted. Synthesis meeting organised in Turin (31 May). Synthesis report validated. Synthesis/country reports published.		

<b>Region: Meda Region- 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
B09	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Continuing education and vocational training (CVET) system development		0	144048
	DZ, MA, TN	Continuing education and vocational training (CEVT) system development – Stocktaking Maghreb	Experts identified. Briefing meeting held in Turin (13 June). Study visits organised in 3 countries by the 2 experts (in DZ, in TN and in MA). Country reports (DZ, MA & TN) and synthesis reports validated. Seminar “Developing comprehensive continuing education systems for the Maghreb region” postponed until February 2003.		
	DZ, MA, TN, EG, IL, JO, LB, PS, SY	SME Continuing education and vocational training (CEVT) reflection seminar	Experts identified. SME Continuing VET seminar held.		
b10	DZ, MA, TN, EG, IL, JO, LB, PS, SY	Co-operation with other donors.		0	89999
	Mediterranean Region	Joint study ETF/WB “Knowledge and skills development in the Middle East and North Africa”	Discussions on project proposal and agreement on ETF financial contribution. Log-frame elaborated. Concept note drafted. ToRs drafted. Consultant identified, contracted and briefed.		

<b>Region: Western Balkans - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>1. ETF – Support to Commission (3100)</b>					
B11	ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Country progress reports on vocational training and labour market reform	Draft reports for ALB, BIH, CRO, Kosovo, Serbia and Montenegro prepared. CRO report sent to EC for comments.	0	0
B12	ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Support to the European Commission project cycle under the EU CARDS programme.	CARDS Project fiches developed for Action Programmes 2002 in ALB, CRO (2), FYROM (2), KOS (2), SER. CARDS Terms of Reference developed in CRO, Kosovo, Serbia. PHARE/CARDS projects monitoring in FYROM, BIH, CRO, Montenegro	75000	55800
B13	ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Advisory Forum regional meeting.	AF meeting held on 20-22 June in Herceg Novi, Montenegro	60000	51150
<b>2. Information gathering and analysis (3110)</b>					
B14	ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Observatory Support to European Commission project cycle management under EU CARDS programme.	Framework contracts with 4 Observatories signed. Framework agreements signed with CRO (July) and Serbia (August). Grant arrangements for only one NOB - Kosovo. NOBs meeting held in Skopje, March 2002. Further NOBs meeting including Key Indicator Training Workshop 12-15 November. Publications, including Key Indicators, finished and printed.	225000	241713
<b>3. Development activities (3120)</b>					
B15	ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	International approaches to information systems and benchmarks for vocational training.	ETF joint host of the UNESCO/Eurostat training workshop in September in Bucharest. 2-day Key Indicator Training Workshop held in November (see above). The Key Indicator specifications finalised; draft version discussed with country experts in Bucharest Consider plans for an in-country training event for Serbia and Montenegro (and possibly Kosovo).	75000	22889
B16	ALB, CRO, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Peer reviews in selected Western Balkan countries, followed by staff development actions.	Launching seminar held in Ljubljana 1-3 March. Peer review missions held in September and October. Draft reports and recommendations produced, to be discussed with Ministers and presented during national workshops in 2003. Regional evaluation meeting planned for 10-11 April 2003.	350000	349298
B17	BG, RO, SLO, TR, ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Modern approaches to teacher training: the role of vocational training schools.	First TTT network meeting held in Sofia on 11-13 March & TTT Compendium drafted. The second meeting will take place on 5-7 February 2003 in Dubrovnik.	50000	50000

<b>Region: Western Balkans - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
B18	BG, RO, SLO, TR, ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Developing common approaches towards vocational training for special groups.	Project started in November 2002. Project steering group set up. Two seminars planned for early 2003.	50000	70000
B19	BIH	Common methodologies for building capacity among training providers for SMEs.	Project linked to CARDS project on Economic Revitalisation and started in October. Companies selected from participants of CARDS project. Training needs analysis prepared. Training and consultancy to begin 2003.	75000	75000
B20	BG, RO, SLO, TR, ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	Employment and skills implications of industrial reform	Contract signed with Kosovo Trust Agency. Steering Committee established and experts selected. Training and skills audits foreseen for March/April 2003 Regional dissemination seminar in June 2003	30000	30000
b21	ALB	International Co-operation in the management of an SME skills development project.	Round table conference on credit facilities and legal framework for SMEs. Implementation of training module for SME and training providers. SME survey completed. Institution building for main stakeholders completed.	0	0
B22	ALB	Survey on distribution/optimisation of VET Institutions/Resources in ALB	Contracted VET Survey to Albanian Nob in Nov.	10000	10000
b23	BG, RO, SLO, TR, ALB, BIH, CRO, FYROM, FRY-Serbia, FRY-Montenegro, FRY-Kosovo	International Co-operation: management of social partnership programme in co-operation with ECOSOC	40 social partners from all 9 countries involved and took part in the following actions: Study visit Brussels, February 2002 Seminar Bucharest, June 2002 Conference in Thessaloniki, September 2002 In each country a national report was prepared on the state of the social dialogue and findings disseminated through specific seminars. A cross-country report will be published in March 2003.	0	0

<b>Region: Eastern Europe and Central Asia - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>1. ETF – Support to Commission (3100)</b>					
b24	KAZ, KYR, MOL, RF, UKR, UZB	Support to the European Commission project cycle under the EU TACIS programme.	During 2002 ETF has been receiving an increasing number of requests for expertise support from DG External Relations, Aidco and Delegations with the following outputs: Analytical paper on the education sector in Kaliningrad for DG External Relations; Joint ETF/AidCo ‘project appraisal’ mission to ARM; Comments and expertise contribution to the development of Indicative and Action Programmes for the RF, UKR, Central Asia and ARM; Drafting of and provision of comments on project fiches and Terms of Reference for a number of Tacis projects including two projects on SME development in KAZ and KYR, management training in UKR, VET reform in ARM, Delphi II in the RF and Management Training Programme III; Agreement on content monitoring for Delphi II with the EC Moscow Delegation.	0	23000
b25	KYR, MOL, MNG, UZB	Tacis National Observatories (Nobs) II (Tacis Convention 00-0038)	ETF launched a call for proposals for projects in the field of VET and LM to be implemented by European organisations or Phare Observatories in co-operation with Tacis NObs. Four projects were financed in the field of knowledge management in VET and LM (GEO, SF and LV), evaluation of impact of CVT (RO, MOL and UKR), skill needs anticipation at regional level (CZ, FR, MNG and KYR), identification of new occupations, standards and CD (FR, UZB and KYR). The outputs of the projects include retrained VET experts in the partner countries, reinforced networking between Phare and Tacis countries, training packages including reference material, manuals and methodologies, recommendations for national VET reform plans. Under the same convention ETF organised a seminar for VET stakeholders to raise awareness on the concept of LLL ( Sweden February 2002), followed by a publication on the same issue.	0	0
b26	RF	Management Training Programme (MTP) II	Comments provided on quality aspects of the inception report. Participation in Steering Committee of MTP II. Participation in training seminar. In consultation with the EC and the Russian party, preparation of the ToRs for MTP phase III started. Presentation of the ETF Tool Kit to the Advisory Board of MTP.	0	0
b27	RF	Development of Educational Links and professional and higher education initiative (Delphi) II	ToRs completed and delivered to the EC delegation in Moscow. ETF participated in the tender evaluation procedure. The ETF role in content monitoring further discussed.	0	0
b28	BR	Institutional Twinning Management Training (Civil Society Programme).	All MBA modules developed. Final placements in progress. Subject specific TA linked to each developed module finalised Books for each module developed and ready for printing. Teaching notes in preparation Procurement (equipment, printing of developed book and business games) underway.	0	0

<b>Region: Eastern Europe and Central Asia - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
b29	KAZ	Vocational education and training reform project - expert support (KAZ AP 2001)	ToRs drafted for Tacis funded VET reform project translated and sent to the Commission (AidCo), the Delegation and the MoE. Minister of Education endorsed the ToRs. Tender launched. ETF involvement completed.	0	0
b30	KYR	KYR AP1999 Training Fund project (on-going).	Quality monitoring carried out. Progress and Monitoring Reports produced. Provided advice on request of the Commission and the beneficiary on specific issues. Visits to the project during ETF missions to KYR. Project ended in August.	0	0
b31	UZB	Vocational training reform in UZB (UZB AP1998).	Project finished and final report sent to the Commission	0	0
b32	UZB	Training for the unemployed (UZB AP 2000).	ToRs drafted and sent to the Commission. ETF involvement completed.	0	0
B33	ARM, AZB, BR, GEO, KAZ, KYR, MOL, MNG, RF, TAD, TME, UKR, UZB	Advisory Forum regional meeting	Meeting held in KYR 13-15 June 2002, in parallel with the final conference of the ETF 2001 project on Training for Enterprise Development. The outcomes of the external evaluation of the Tacis NOB network and development of future strategy discussed by Advisory Forum members and NOB Team Leaders.	60000	41226
<b>2. Information gathering and analysis (3110)</b>					
B34	ARM, BR, GEO, KAZ, KYR, MOL, MNG, RF, UKR, UZB	Tacis National Observatories (Nobs)	Meeting of Task Force for the development of a NOB Strategy and drafting of a working document for discussion at the meeting of the Advisory Forum regional group and the NOB Team Leaders. Teacher training seminar held in Tashkent 11 June 2002. Key Indicator questionnaire sent to all Tacis NOBs for completion. Working documents prepared for the annual meeting in Turin to cover the issues of dissemination strategies, country frameworks and core products. Preparations started for the introduction of the Framework Contract to the Tacis NOBs for their work with the ETF from 2003 onwards. Annual meeting of the network in Turin in September. Follow-up of decisions taken during the network meeting. Continued discussion and development of the Framework Contracts for signature by the Observatories before the end of the year. Brainstorming with team leaders from KAZ, KYR, UZB on proposed ETF development project on poverty alleviation. Tender launched to contract a local expert to provide input to the Key Indicator handbook. As agreed early October, two new task forces established to provide recommendations to the network on 'corporate image, dissemination strategy and network website' and 'key indicators'. ToRs produced for the specific activities and operations of each Observatory.	350000	376435

Region: Eastern Europe and Central Asia - 2002 Achievements					
	COUNTRY/PARTNERS	ACTIVITIES	OUTPUTS	ETF 02 Budget	Funds committed in 02
<b>3. Development activities (3120)</b>					
B35	UKR	Vocational training reform in the UKR	Project results disseminated and discussed at a national seminar (November) Preliminary results of the study on pre-service teacher training curricula presented and discussed. Final results will be presented at the National Teacher Conference in May 2003. Shift from project activities to policy advice initiated via consolidation of results. With a National Doctrine on Education in place, plans for its implementation are being developed and project results will be used in the identification of VET policy issues. A workshop in March 2003– with participation of all key stakeholders will be instrumental in identifying key VET policy areas.	100000	100000
B36	KAZ, KYR, UKR	Strengthening partnership between companies and management training institutes.	Management Training tool-kit finished. In-company training programme designed and implemented at different levels of management in 8 companies in UKR, KAZ, KYR. Phase II - the final conferences for the professional audience held in UKR and KAZ. The cycle of in-company training and its evaluation completed in all participating companies. Tender published for Phase III of the project and a database of potential users of the Tool Kit created. Project publication on approaches to in-company training in progress. Local trainers recruited and tested new skills in developing and delivering tailor-made training programmes. Further dissemination of the MT Tool Kit is underway Phase III: Public presentation of the Tool Kit and kick-off meeting for phase III. Inception report completed and work plan drawn up. Training institutions in UKR selected and training courses delivered.	150000	159314
B37	RF, UKR	Entrepreneurship in Education and Training (EET) in the RF and the UKR	Two-day workshop took place in Kiev in June on “Introducing the work of the Change Agent Teams” 10 week training session on “Personal enterprise development and the development of business understanding in general” underway in Kiev. Political and government structures at different levels are informed about the project and the results achieved so far and provide assistance. A network of CAT groups has been created to consolidate and unite efforts in project implementation. Methodological guidelines on using interactive teaching to develop entrepreneurial behaviour of students as well as other practical materials have been prepared. SME needs and requirements have been studied. The work on strengthening social partnership between pilot schools and businesses has started. Close co-operation has been established with other projects on introducing entrepreneurial approaches into teaching.	125000	149912

<b>Region: Eastern Europe and Central Asia - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
			A 3-day training session on the train-the-trainer multiplying methodology was delivered to 25 participating change agents of North West Russia and the UKR.		
B38	KAZ, KYR, MOL, RF, UKR, UZB	Knowledge consolidation and dissemination	<p>Inception phase of the project completed.</p> <p>Fact-finding missions to the regions and needs analysis carried out.</p> <p>Two training sessions for disseminators (local experts) in the development of training materials and presentation and moderation skills were carried out.</p> <p>Workshop on VET management held in Moscow for the NIS VET administrators;</p> <p>Two modules of the VET management "Companion" reviewed by external experts and are being finalised.</p> <p>Several thematic dissemination events organised in NW Russian regions.</p> <p>Project Co-ordination Meeting and Annual Steering Committee meeting 3-4 October in St. Petersburg. The Board of the Ministry of Education discuss the results of the NW Russia VET reform on 29 October. PCM III and workshop on the review of the regional VET action plans on 3-5 December</p> <p>Training for disseminators on marketing and consulting of training services mid-November.</p> <p>Publishing house and authors selected for RABE manual.</p> <p>RABE publication to be drafted by March 2003.</p>	215000	203086



<b>Region: Candidate countries / Future Member States - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>1. ETF – Support to Commission (3100)</b>					
B39	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Institution Building		165000	175952
	RO	RO "Ex-post evaluation of the Human Resources Development component of the Phare 1998 Regional Policy and Cohesion Programme (RO 98.07.01 Regional Development Support)"	Preparatory meeting with contractors held on 13-14 June in Turin. Interim report submitted by the Contractor. Final report discussed in January 2003.		
	TR	TR 1) "Active labour market strategy" 2) "Study for SMEs growth" 3) "Organisation of ISKUR seminar - ETF event 28 January 2003"	Support provided to the EC Delegation and to the Turkish Employment organisation (ISKUR) in the design of an employment support programme to be financed by the EC under 2002 and 2003 assistance. The Institute of Entrepreneurship Development of KOSGEB (a public institution responsible for SME development) will carry out the study. In order to raise awareness of the importance of the role played by ISKUR, the ETF will organise a one day seminar on 27 February 2003 to present the outcome of the "Employment Background Study".		
	BG , RO, TR	Institution Building BG-RO-TR	Contractor selected and the contract signed. A one day start-up seminar was organised in each country and a study visit to Germany in September-October. A dissemination seminar was held in each of the three countries in November.		
	PL	Reinforcement of the Continuing Vocational Training (CVT) system in PL	Pre-Accession Advisor confirmed that the monitoring activity will be postponed until 2003		
b40	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Review of progress in vocational training reform.	Reviews for all 13 CCs completed and submitted to DG ENLARG. Presentation to DG ENLARG on 26 June.	0	0
B41	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Continuation of Monographs including publication of the reports	Nine Monographs completed and sent to DG EMPL. Seminar for all Candidate countries and DG EMPLOI held in Brussels on 27 September. For three countries (LV, BG, RO) draft Monographs completed by April 2003.	50000	92346

<b>Region: Candidate countries / Future Member States - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
b42	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Support to the European Commission on Lifelong Learning process follow up	<p>Seminar organised in Paris on 28-29 January on "recognition &amp; validation of skills and professional experience" in co-operation with French authorities. Synthesis report of the survey on validation practices of non-formal and informal learning launched in Candidate countries prepared and presented in conference in Oslo on 6-7 May. Support provided to participation of Candidate countries in policy conference organised by the EC on increased co-operation in VET (10-11 June).</p> <p>Survey on the situation of guidance and counselling in the Candidate countries launched. First results of the guidance survey were presented and discussed in a meeting with experts from CCs on 19-20 September; ETF participated in the co-ordination group established by DG EAC to monitor the "Bruges process" - first meeting held on 5 September in Brussels. First preparatory meeting to brief Candidate countries on the DGVT agenda and Bruges process on 28 September. First discussion document on the development of a LLL database prepared jointly with Cedefop.</p> <p>In co-operation with DG EAC, preparation of Candidate Country participation in the informal Ministers' conference in December on the issue of increased co-operation in VET ("Bruges/Copenhagen process").</p>	0	0
b43	TR	Leonardo da Vinci preparatory measures	The State Planning Organisation (SPO) has been appointed as Agency for the Community programmes Leonardo, Youth and Socrates. Project proposal revised and will be discussed with DG EAC in January 2003.	Phare Budget	
B44	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Advisory Forum Regional Meeting for the Candidate countries.	Meeting held 7-8 October in Sofia	60000	47581
<b>2. Information gathering and analysis (3110)</b>					
B45	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	National Observatories follow up, including Key Indicators	<p>Network meeting of National Observatories held on 12-13 November, followed by Key Indicator workshop on 13-14 November. New framework contracts prepared to cover multi-annual period.</p> <p>First draft Guidance and Counselling questionnaire completed by 9 Candidate countries. Meeting of experts on Guidance and Counselling with OECD, EC DG EAC, World Bank and national experts from 10 CCs held in Turin on 19/20 September. Final draft of all questionnaires (final country report) submitted by national experts. Preparation of an ETF synthesis report on Guidance and Counselling as an input to the EC DG EAC LLL Guidance Group.</p>	310000	326239

<b>Region: Candidate countries / Future Member States - 2002 Achievements</b>					
	<b>COUNTRY/PARTNERS</b>	<b>ACTIVITIES</b>	<b>OUTPUTS</b>	<b>ETF 02 Budget</b>	<b>Funds committed in 02</b>
<b>3. Development activities (3120)</b>					
B46		Implementation of Co-operation programme with Eurydice and Cedefop		155000	154667
	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Implementation of co-operation programme with Cedefop and Danish Ministry of Education: "Teachers and trainers towards integration into the Cedefop TTNNet"	Conference in Aalborg 21-22 November. Key challenges and priorities in VET TTT identified. With Cedefop agreed on plan for association of FMS to TTnet in 2003. Working group established to guide this process.		
	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Implementation of co-operation programme with Cedefop and Eurydice: familiarisation of Candidate countries with EU developments in the field of mobility and transparency of qualifications	Seminar organised with TAIEX support and participation of all Candidate countries, DG EAC and Cedefop on 14-15 February in Brussels. First Survey on validation practices of non-formal and informal learning launched and carried out in CCs. Support provided to Candidate countries to enable participation in policy conference organised by the EC on increased co-operation in VET (10-11 June). ETF involved in the technical group of the forthcoming Guidance Forum to be set up by DG EAC. Synthesis report on guidance and counselling in Candidate countries prepared.		
	BG, CY, CZ, EE, H, LV, LT, MT, PL, RO, SK, SLO, TR	Implementation of co-operation programme with Cedefop and Eurydice: Follow up to the European Action Plan on eLearning	Questionnaire sent Oct. and field visits mid-October. Collection of answers and preparation of report end Oct.		
B47	LV, LT	Teachers and Trainers training project	International Teacher Trainer Training conference organised in LT in April. Publications, policy and strategy documents completed.	60000	80401
B48	CZ, H, PL, SLO	Lifelong learning in co-operation with the European Institute for Education and Social Policy, Paris - "Approaches to Lifelong Learning for Employment in the context of Regional economic and Social Transition"	Project has been cancelled due to the failure to find co-financing.	100000	24494

**ANNEX 2: Table of budgetary and non budgetary resources 2002**

ACTIVITY	Total staff numbers	BUDGETARY RESOURCES euro				NON BUDGETARY RESOURCES euro			
		Staff costs	Administration & infrastructure	Operational costs (missions included)	TOTAL BUDGET	Tempus (annualised)	Conventions (annualised)	Donor co-operation	Total non budgetary
		<i>(Title 1)</i>	<i>(Title 2)</i>	<i>(Title3)</i>	<i>(Title 1+2+3)</i>				
Administrative Support	33	1,648,333	1,386,050	31,492	3,065,875				
Organisational Support	10	989,000		257,700	1,246,700				
Candidate countries	10	1,130,286		1,176,750	2,307,036	3,000,000			3,000,000
Western Balkans	9	1,130,286		1,261,250	2,391,536	7,380,000	446,623	500,000	8,326,623
Tacis	8	1,036,095		1,261,450	2,297,545	19,773,000	2,420,833		22,193,833
MEDA	9	1,083,190		1,360,250	2,443,440				-
Expertise development	6	706,429		115,000	821,429				-
Tempus	20	2,166,381		60,058	2,226,439				-
<b>TOTAL</b>	<b>105</b>	<b>9,890,000</b>	<b>1,386,050</b>	<b>5,523,950</b>	<b>16,800,000</b>	<b>30,153,000</b>	<b>2,867,456</b>	<b>500,000</b>	<b>33,520,456</b>

### ANNEX 3: Table of Phare and Tacis conventions 2002

#### PHARE

Commission Budget line Reference	Commission Contract number	Description	Total grant + use of interest approved	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension disbursement	Extension for final audit & evaluation	Management
1. RoYaumont Project	B7-700/200/T	Promotion of the Culture and Practice of Social and Civil Dialogue	484,869.00	30.85%	07-Oct-03	299,315.00	61.73%	31-Dec-02	07-Oct-03		Centralised
<b>Total 1</b>			<b>484,869.00</b>			<b>299,315.00</b>					

#### TACIS

Commission Budget line Reference	Commission Contract number	Description	Total grant + use of interest approved	Overall commitment %	Deadline for commitment	Overall disbursement	Overall disbursement %	Deadline for disbursement	Extension disbursement	Extension for final audit & evaluation	Management
6. NOB's 2	00-0038	Tacis National Observatory - Phase 2	350,000.00	100.00%	29-Jun-02	338,943.45	96.84%	29-Jun-02	31-Dec-02		Centralised
7. BI9801	00-0281	Civil Society Development programme contract	1,250,000.00	100.00%	20-Dec-00	887,786.50	71.02%	20-Dec-02			Centralised
<b>Total 2</b>			<b>1,600,000.00</b>			<b>1,226,729.95</b>					

<b>TOTAL 1 + 2</b>			<b>2,084,869.00</b>			<b>1,526,044.95</b>					
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### ANNEX 4: Table of Technical Assistance to the Tempus Programme 2002

PHARE/CARDS

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II & III CARDS(TA)	Technical assistance Tempus CARDS 2002	08-Aug-02	700,000.00	28-Feb-04	Centralised
Tempus II & III CARDS(TA)	Technical assistance Tempus CARDS 2001	27-April-01	600,000.00	31-Dec-02	Centralised
<b>Total 1 Running</b>			<b>1,300,000.00</b>		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II Phare (TA)	Technical assistance Tempus Phare 97	22-Jan-97	930,000.00	31-Oct-98	Centralised
Tempus II Phare (TA)	Technical assistance Tempus Phare 98	31-Mar-98	930,000.00	30-Nov-99	Centralised
Tempus II Phare (TA)	Technical assistance Tempus Phare 99	16-Mar-99	850,000.00	31-Dec-00	Centralised
Tempus II & III Phare (TA)	Technical assistance Tempus Phare 2000	24-Mar-00	810,000.00	30-Dec-01	Centralised
<b>Total 2 Over</b>			<b>3,520,000.00</b>		

### Annex 4 (continued) Table of Technical Assistance to the Tempus Programme 2002

**TACIS**

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
Tempus II & III Tacis(TA)	Technical assistance Tempus Tacis 2002	08/08/02	840,000.00	31.08.2003	Centralised
Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2001	27/04/01	675,000.00	31.05.2002	Centralised
<b>Total 3 Running</b>			<b>1,515,000.00</b>		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
WW 94.03/02.02/B003 (Closed account)	Information, dissemination, monitoring	10-Nov-95	577,000.00	31-Dec-97	Centralised
Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 97	22-Jan-97	624,360.00	31-Oct-98	Centralised
Tempus II Tacis (TA) (Closed account)	Technical assistance Tempus Tacis 98	20-Jun-05	675,000.00	30-Nov-99	Centralised
Tempus II Tacis (TA)	Technical assistance Tempus Tacis 99	14-Jan-99	675,000.00	31-Dec-99	Centralised
Tempus II & III Tacis (TA)	Technical assistance Tempus Tacis 2000	24-Mar-00	675,000.00	31-Dec-01	Centralised
<b>Total 4 Over</b>			<b>3,226,360.00</b>		
<b>TOTAL RUNNING 1+3</b>			<b>2,815,000.00</b>		
<b>TOTAL OVER 2+4</b>			<b>6,746,360.00</b>		
<b>GRAND TOTAL 1+2+3+4</b>			<b>9,561,360.00</b>		

### ANNEX 4A: Table of Tempus Grants 2002

PHARE/CARDS

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
2002 Tempus II Phare	Tempus Phare projects	04/09/02	63,042.00	31.12.2003	Central
2001 Tempus II Phare	Tempus Phare projects	19/04/02	14,052,164.00	31.12.2003	Central
2000 Tempus II Phare	Tempus Phare projects	24/03/00	7,958,913.00	31.12.2003	Central
99 Tempus II Phare	Tempus Phare projects	16/03/99	33,157,570.00	31.12.2002	Central
98 Tempus II Phare	Tempus Phare projects	31/03/98	35,326,927.00	31.12.2002	Central
97 Tempus II Phare	Tempus Phare projects	22/01/97	60,279,059.00	31.12.2000	Central
<b>Total 1 Running</b>			<b>150,837,675.00</b>		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
96 Tempus II Phare	Tempus Phare projects	03/04/96	67,394,850.00	31.12.1999	Central
95 Tempus II Phare	Tempus Phare projects	27/01/95	89,933,539.00	31.12.1998	Central
<b>Total 2 Over</b>			<b>157,328,389.00</b>		



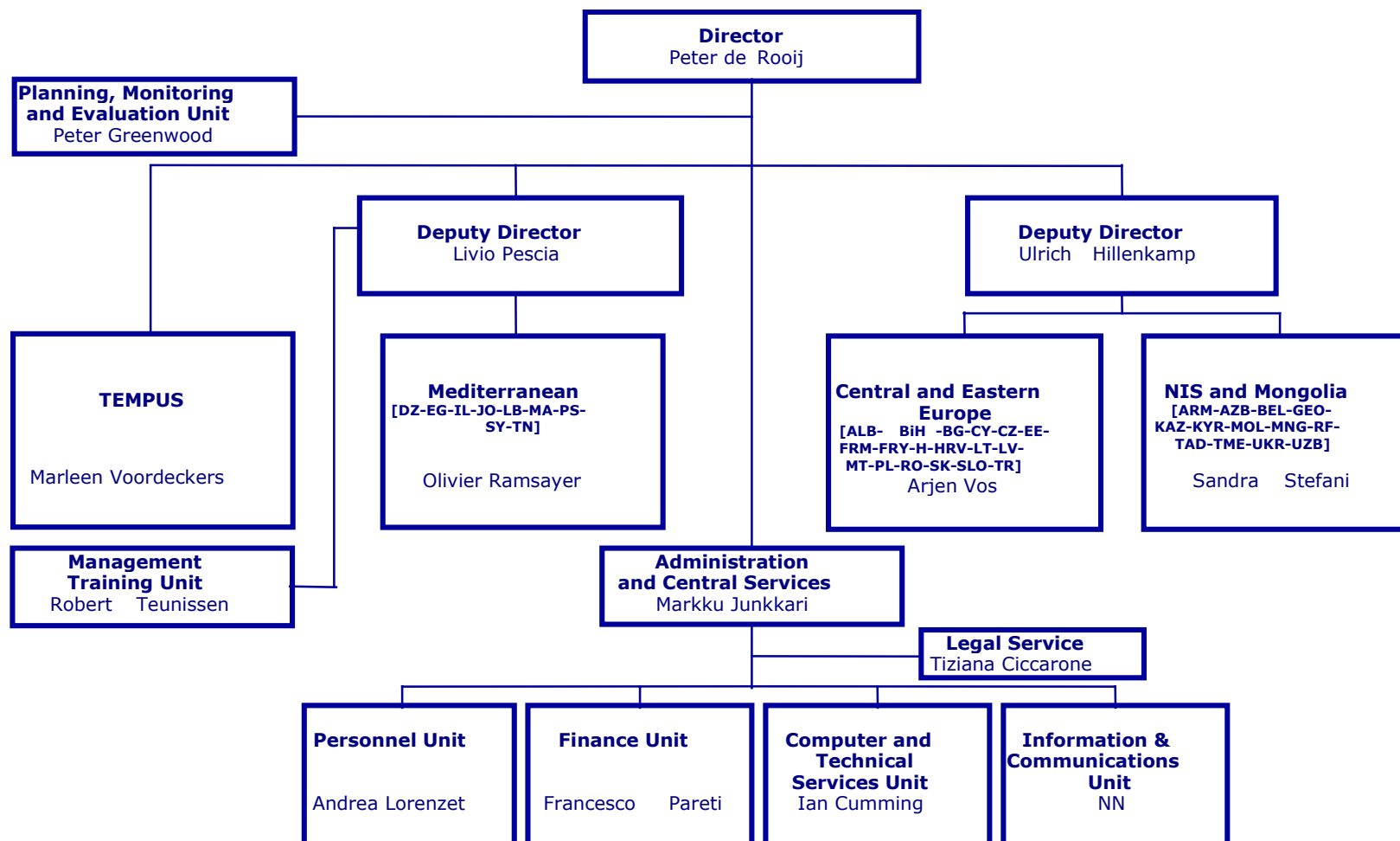
### Annex 4A (continued) Table of Tempus Grants 2002

**TACIS**

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
2002 Tempus II Tacis	Tempus Tacis projects	07/10/02	89,986.00	31.12.2003	Central
2001 Tempus II Tacis	Tempus Tacis projects	18/04/02	15,167,532.00	31.12.2003	Central
2000 Tempus II Tacis	Tempus Tacis projects	24/03/00	21,323,456.00	31.12.2003	Central
99 Tempus II Tacis	Tempus Tacis projects	14/01/99	22,319,507.00	31.12.2002	Central
98 Tempus II Tacis	Tempus Tacis projects	31/03/98	15,031,645.00	31.12.2002	Central
97 Tempus II Tacis	Tempus Tacis projects	22/01/97	15,068,860.00	31.12.2000	Central
<b>Total 3 Running</b>			<b>89,000,986.00</b>		

Commission Budget line Reference	Description	Date signed	Total grant	Deadline for disbursement	Management
96 Tempus II Tacis	Tempus Tacis projects	30/06/96	20,468,516.00	31.12.1999	Central
95 Tempus II Tacis	Tempus Tacis projects	09/03/95	22,996,712.00	31.12.1998	Central
<b>Total 4 Over</b>			<b>43,465,228.00</b>		
<b>TOTAL RUNNING 1+3</b>			<b>239,838,661.00</b>		
<b>TOTAL OVER 2+4</b>			<b>200,793,617.00</b>		
<b>GRAND TOTAL 1+2+3+4</b>			<b>440,632,278.00</b>		

**ANNEX 5: ETF Organigramme – 31 December 2002**



## **ANNEX 6: Members of the ETF Governing Board 2002**

<b>European Commission</b>	Herr Nikolaus VAN DER PAS Director General DG Education and Culture	Member
<b>European Commission</b>	Mr Matthias RUETE Directeur DG Enlargement	Member
<b>European Commission</b>	Mr David LIPMAN Director DG External Relations	Member
<b>Austria</b>	Herr Karl WIECZOREK Bundesministerium für Wirtschaft und Arbeit	Member
<b>Austria</b>	Herr Gottfried TAUCHNER General Directorate for Technical and Vocational Education and Training Bundesministerium für Bildung, Wissenschaft und Kultur Federal	Substitute
<b>Belgium</b>	Ms Micheline SCHEYS Afdelingshoofd Beleidscoördinatie Department Onderwijs Ministerie van Onderwijs en Vorming van de Vlaamse Regering	Member

<b>Denmark</b>	Mr Roland Svarrer ØSTERLUND Uddannelsesdirektor Ministry of Education - Undervisningsministeriet	Member
<b>Denmark</b>	Ms Merete PEDERSEN Chief Advisor Department of Upper Secondary Education Ministry of Education - Undervisningsministeriet	Substitute
<b>Finland</b>	Mr Timo LANKINEN Government Counsellor Director for Vocational Education and Training Ministry of Education	Member
<b>Finland</b>	Mr Ossi V. LINDQVIST Kuopion yliopisto University of Kuopio	Substitute
<b>France</b>	M. Jacques MAIRE Délégué aux Affaires européennes et internationales Ministère de l'Emploi et de la Solidarité	Member
<b>France</b>	M. Jacques MAZERAN Chargé de mission à la DRIC Ministère de l'Education Nationale, de la Recherche et de la Technologie	Substitute

<b>Germany</b>	Herr Dietrich NELLE Ministerialrat Bundesministerium für Bildung und Forschung	Member
<b>Germany</b>	Herr Georg SELETZKY Gruppenleiter Berufsbildung Ministerium für Schule und Weiterbildung, Wissenschaft und Forshung	Substitute
<b>Greece</b>	Mr Panagiotis MAISTROS President Organisation for Vocational Education and Training	Member
<b>Greece</b>	Mr Haralambos LOUKISSAS Head of the European and International Affairs Department Organisation for Vocational Education and Training	Substitute
<b>Ireland</b>	Mr Pdraig CULLINANE Principal Officer Labour Force Development Division Department of Enterprise, Trade and Employment	Member
<b>Ireland</b>	Mr Rory MC CLOSKEY Department of Enterprise, Trade and Employment	Substitute

<b>Italy</b>	Mr Uberto VANNI D'ARCHIRAFI Capo dell'Ufficio VI Direzione generale per i paesi dell'Europa Ministero degli Affari Esteri	Member
<b>Italy</b>	Prof Gian Giacomo MIGONE Università di Torino	Substitute
<b>Luxembourg</b>	M. Gilbert ENGEL Professeur-ingénieur Ministère de l'Education Nationale, de la Formation Professionnelle et des Sports	Member
<b>Luxembourg</b>	Mme. Edith STEIN Attaché économique Chambre de Commerce du Grand-Duché de Luxembourg	Substitute
<b>Netherlands</b>	Mr Arie IJZERMAN Director of International Policy Ministerie van Onderwijs, Cultuur en Wetenschappen	Member
<b>Netherlands</b>	Mr Erik Marco VAN BOSTELEN Senior Policy Advisor Directorate of International Policy Ministerie van Onderwijs, Cultuur en Wetenschappen	Substitute

<b>Portugal</b>	Dr Fernando DE ALMEIDA BAPTISTA Vice President Instituto do Emprego e Formação Profissional	Member
<b>Portugal</b>	Dr Elisabete BAIÕA BRIGADEIRO Executive Committee Member Instituto do Emprego e Formação Profissional	Substitute
<b>Spain</b>	Mme. María José MUNIOZGUREN LAZCANO Consejera Técnica de la Subdirección General de Formación Profesional Ministerio de Educación Cultura y Deporte	Member
<b>Spain</b>	Dr Francisca María ARBIZU ECHAVARRI Directora del Instituto Nacional de las Cualificaciones Ministerio de Trabajo y Asuntos Sociales	Substitute
<b>Sweden</b>	Mr Erik HENRIKS Special Adviser Ministry of Education and Science	Member
<b>Sweden</b>	Mr Johan LINDELL Ministry of Education and Science	Substitute

<b>United Kingdom</b>	Ms Franki ORD Head of EU Training Policy European Union Division Department for Education and Skills	Member
<b>United Kingdom</b>	Mrs Ruth ANDREYEVA EU Co-ordinator Central and South Eastern Europe Department for International Development	Substitute



**ANNEX 7: Table of ETF events during 2002**

<b>Date</b>	<b>Event</b>	<b>Location</b>	<b>Organiser</b>
<b>JANUARY</b>			
21 Jan	EIESP project meeting	Turin, Italy	ETF
23-25 Jan	Cedefop editorial board meeting	Turin, Italy	CEDEFOP
<b>FEBRUARY</b>			
3-5 Feb	Lifelong learning seminar for Tacis region	Nyköping, Sweden	ETF
4 Feb	Training for economic development	Damascus, Syria	ETF, Damascus Chamber of Industry
7-8 Feb	Tempus CARDS project representatives meeting	Brussels, Belgium	DG EAC/ETF
11 Feb	Technical seminar on the European inventory of 'informal and non-formal learning'	Brussels, Belgium	ETF
11-12 Feb	Tempus Tacis project representatives meeting	Brussels, Belgium	DG EAC/ETF
14-15 Feb	Conference on the recommendations adopted by the European Council and Parliament on mobility within the Community for students, trainees, volunteers, teachers and trainers	Brussels, Belgium	DG TAIEX/ETF
21-22 Feb	Assessment based on competence	Turin, Italy	ETF
25-26 Feb	Challenges and priorities of VET reform in the context of lifelong learning in the Candidate countries and Western Balkans	Turin, Italy	ETF
<b>MARCH</b>			
01 March	Teacher and trainer training – Staff development project	Turin, Italy	ETF
01 March	EET project – introductory workshop on personal enterprise development and the development of business understanding in general	St. Petersburg, Russia and Kiev, Ukraine	ETF project management group
5-6 March	Internal training on project evaluation	Turin, Italy	ETF
11-13 March	Regional seminar on the dissemination of good practice in vocational teacher training in the Western Balkans	Sofia, Bulgaria	ETF/HRDC
14-15 March	Advisory Forum regional meeting	Skopje, Former Yugoslav Republic of Macedonia	ETF
18-19 March	VET reform process seminar	Tirana, Albania	ETF
18-22 March	Training for Tacis National Observatory assistants	Turin, Italy	ETF

21 March	National conference on Regional Training Centre project	Marijampole, Lithuania	ETF
<b>APRIL</b>			
4 April	Common methodologies for capacity building	Turin, Italy	ETF
14 April	Training and skills upgrading seminar	Almaty, Kazakhstan	ETF
15-16 April	National Tempus Office, Tempus Information Point meeting	Brussels, Belgium	DG EAC
18-19 April	Entrepreneurship in education and training project management team meeting and staff development workshop	Turin, April	ETF
23-25 April	Vocational training reform in the Ukraine steering committee meeting	Kiev, Ukraine	ETF
25-26 April	Teacher and trainer training and national VET conference	Kaunas and Vilnius, Lithuania	ETF
<b>MAY</b>			
6-7 May	Policy conference on validation of informal and non-formal learning	Oslo, Norway	DG EAC, ETF, CEDEFOP
30-31 May	Second assessment based on competence seminar	Turin, Italy	ETF
<b>JUNE</b>			
13-15 June	Tacis Advisory Forum regional meeting combined with NObs meeting and TED project final conference	Issyk Kul, Kyrgyzstan	ETF
19-21 June	Entrepreneurship in Education and Training	Kiev, Ukraine	ETF
20-21 June	Western Balkans Advisory Forum regional meeting	Podgorica, Montenegro	ETF
30 June-2 July	Skills development for enterprises meeting	Turin, Italy	ETF
<b>JULY</b>			
16 July	Observatory function development and capacity building	Amman, Jordan	ETF
<b>SEPTEMBER</b>			
02-03 Sept	Management of social partnership programme in co-operation with ECOSOC meeting	Thessaloniki, Greece	ETF
7 Sept.	Observatory function development and capacity building	Damascus, Syria	ETF
12-13 Sept	Strengthening partnership between companies and management training institutions	Kiev, Ukraine	ETF
19-20 Sept	Information collection on the system of guidance and counselling in the Candidate countries	Turin, Italy	ETF

22-26 Sept	Joint UNESCO/Eurostat education statistics workshop	Bucharest, Romania	ETF/UNESCO /Eurostat
27 Sept	Presentation of monographs to the Candidate countries	Brussels, Belgium	ETF
<b>OCTOBER</b>			
28-29 Oct	Seminar on training for managers and entrepreneurs in SMEs in Maghreb	Turin, Italy	ETF
28-29 Oct	Tempus project representatives meeting 2001 Tacis projects	Brussels, Belgium	DG EAC/ETF
<b>NOVEMBER</b>			
7-11 Nov	Workshop on implementing EU VET reform projects	Turin, Italy	ETF
12-15 Nov	National Observatory workshop and training in statistics	Turin, Italy	ETF
20 Nov	Entrepreneurship in education and training steering committee meeting	Moscow, Russian Federation	ETF
21-22 Nov	Conference of teachers and trainer	Aalborg, Denmark	ETF
25-26 Nov	Governing Board meeting	Turin, Italy	ETF
<b>DECEMBER</b>			
17 Dec	Observatory function development and capacity building	Amman, Jordan	ETF

## **ANNEX 8: Table of ETF publications during 2002**

### **Annual report 2001**

Report on ETF activities and achievements in 2001.

### **Work programme 2002**

Information and full details of ETF future actions as well as priorities for 2002. It reflects the evolutionary process that is currently influencing the scope and content of ETF work.

### **General information leaflet**

Concise information on ETF mission, expertise and services.

### **Central and Eastern Europe Key Indicators – Summary report**

Executive summary of statistical information and indicators on the vocational education and training system and the labour market in the future member states and the western Balkans.

### **Central and Eastern Europe Key Indicators**

Statistical information and indicators on the vocational education and training system and the labour market in the future member states and the western Balkans.

### **Candidate countries monographs – Summary report**

Summary report on the synthesis of the monographs exercise prepared by ETF at the request of the DG Employment and Social Affairs as a contribution to the monitoring of the Joint Assessment Paper on employment priorities. It provides up-to-date information on the development of vocational education and training systems and structures as well as of the public and private employment services in the Candidate countries. The analysis is carried out with reference to the priorities for lifelong learning set out by the European Union.

### **The challenges of lifelong learning – Report of a seminar involving Eastern Europe and Central Asia**

Outcomes of an international seminar held in Nyköping (Sweden) in February 2002 where the conceptual aspects of lifelong learning in Eastern Europe and Central Asia were discussed. The report aims to present and explain the concept of lifelong learning to experts from the education, training and labour market sectors as well as to explain the current state of play and relevance of this topics in these countries.

### **Innovative practices in trainer and teacher training – Maghreb (printed in French)**

Strategic recommendations for trainer and teacher training in the Maghreb region.

## **Overview of vocational education and training and its relevance to the labour market – Mediterranean region**

Series of reports produced by the ETF at the request of the European Commission that describe the state of vocational education and training systems in the countries of the Mediterranean region. These reports not only aims to give a full survey of the national vocational education and training system, but also indicates the key challenges the systems face in a wider socio-economic development strategy. They also analyse the links of the vocational education and training systems with the labour market and the development of workforce skills.

### **Vocational education and training against social exclusion**

This series of studies conducted in central and eastern European countries attempts to alert national authorities to vocational education and training as a way of combating social exclusion. The studies gather and analyse the qualitative and quantitative characteristics of the groups affected by social exclusion with the aim to: i) evaluate the impact of macroeconomic development on social exclusion and poverty; ii) identify groups with long-term and newly emerging risks of social exclusion and poverty; iii) evaluate existing policies, social assistance and labour market programmes for support of these risk groups; and iv) elaborate pilot project proposals for reintegration of the target groups.

### **Human resources in the context of regional development – company skills survey**

The aim of the project discussed in this series of reports has been to: assist national observatories and regional representatives in central and eastern European countries undertake an in-depth demand-side qualitative assessment of emerging regional small and medium-sized enterprises skill needs; examine demand-side perspectives in the context of local supply-side infrastructure; and prepare the context for development of intervention strategies. The exercise has covered companies in a variety of sectors across five different regions of Czech Republic, Estonia, Hungary, Lithuania and Poland within economies that are at a different stage of the transition process.

### **A management tool kit on training needs assessment and programme design**

An integrated resource for management development in transition countries, this tool kit on training needs assessment and programme design is the result of a project that the ETF has conducted in Ukraine, Kazakhstan and Kyrgyzstan, which has brought training providers and companies together. The management tool kit is intended as a planning resource for corporate managers, trainers and consultants to support the design and implementation of in-company management development and wider strategic human resources management programmes. The tool kit has been developed for use in transition or developing economies, and, specifically, for companies operating in the new independent states.

## **VET management report – NIS (modules 1 and 2)**

Manual on the management of vocational education and training schools aimed at VET administrators, ministry officials, regional authorities and experts involved in the planning and management of vocational education and training systems in Eastern Europe and Central Asia. The first volume aims to describe the main features of vocational education and training as an object of management. It looks into issues such as the production of services in VET; VET as a field of state governance; VET as a field of market economy; and modernisation of management methods and organisational structures in VET. The second volume presents the major planning steps in VET starting from organisational preparation and prognostic analysis to monitoring and assessment and how this leads to a new planning cycle. The learning elements cover issues such as how to organise the planning process, assessment of the situation and forecasting. The two volumes are in Russian, a summary is provided in English.

## **Factsheets central and eastern Europe**

A series of factsheets providing key information on vocational education and training in central and eastern Europe.

## **National observatory country reports (Candidate countries, Western Balkans, Eastern Europe and Central Asia)**

A series of reports produced by the National Observatories. The reports are written according to a structure established by the ETF and contained detailed information on the vocational education and training systems in the country concerned.

**ANNEX 9: Glossary of country codes**

<i>European Union Member States</i>		<i>Candidate countries / future Member States</i>		<i>Western Balkans</i>		<i>Eastern Europe and Central Asia</i>		<i>MEDA Countries and Territories</i>	
A	Austria	BG	Bulgaria	ALB	Albania	ARM	Armenia	DZ	Algeria
B	Belgium	CZ	Czech Republic	BIH	Bosnia and Herzegovina	AZB	Azerbaijan	EG	Egypt
D	Germany	CY	Cyprus	FYR	Former Yugoslav	BR	Belarus	IL	Israel
DK	Denmark	EE	Estonia		Republic of Macedonia	GEO	Georgia	JO	Jordan
E	Spain	H	Hungary	CRO	Croatia	KAZ	Kazakhstan	LB	Lebanon
F	France	LV	Latvia	FRY	Serbia and Montenegro	KYR	Kyrgyzstan	MA	Morocco
SF	Finland	LT	Lithuania		(Republic of Serbia,	MOL	Moldova	PS	Palestinian Authority
GR	Greece	MT	Malta		Kosovo <sup>5</sup> , Republic of	MNG	Mongolia	SY	Syria
I	Italy	PL	Poland		Montenegro)	RF	Russian Federation	TN	Tunisia
IRL	Ireland	RO	Romania			TAD	Tajikistan		
L	Luxembourg	SK	Slovak Republic			TME	Turkmenistan		
NL	Netherlands	SLO	Slovenia			UKR	Ukraine		
P	Portugal	TR	Turkey			UZB	Uzbekistan		
S	Sweden								
UK	United Kingdom								

<sup>5</sup> "Under international administration in line with UNSCR 1244 of 10 June 1999"