



GB10DEC007

ETF ANNUAL ACTIVITY REPORT 2009

CONTENTS

Executive summary	5
Introduction	7
Part A: Support to education and training reform	9
1. Contributing to the Enlargement process	11
2. Contributing to prosperity and development in the Neighbourhood Region	15
3. Contributing to human capital development in Central Asia	19
4. Supporting innovation and learning	21
PART B Corporate communication	25
PART C: Organisational learning: strengthening the ETF's knowledge and systems.	29
1. Governance, management and internal controls	29
PART D: Reservations	37
PART E: Declaration of the Director	39
PART F : Annexes	41
1. Corporate performance indicators 2009	41
2. 2009 requests	42
3. Financial and operating reports	50
4. Co-operation between the European Training Foundation and Cedefop, Summary Joint Progress Report 2009	64

Executive summary

The European Training Foundation (ETF) is a specialised agency of the European Union based in Turin, Italy. The objective of the ETF is to contribute, in the context of EU external relations policies, to improving human capital development in countries eligible for assistance under the Instrument for Pre-Accession Assistance (IPA), the European Neighbourhood and Partnership Instrument as well as other countries designated by decision of the Governing Board¹.

The annual activity report describes the results of ETF actions in 2009 in support of the European Union and its neighbouring countries in the area of human capital development.

2009 was a year of both consolidation and change. The report highlights the ongoing adoption of the outputs based approach to planning and reporting that was foreshadowed by the European Commission in its proposal for the operation of the ETF in the period 2008-13. The approach provides an additional level of transparency and accountability for the functions the ETF performs each year in its Work Programme in support of partner countries and the European Commission. The use of outputs in ETF planning and reporting is also being reinforced through moves by the ETF towards a more systematic use of results oriented monitoring. This is further explained in section C of this report².

Activities during the year reflected the ETF's thematic mandate of vocational education and training (VET) in a lifelong learning perspective in the broader context of human capital development. The activities undertaken in 2009 also reflected changes – underway since 2007 – to the form of assistance provided through EU external policies, e.g., sector wide approaches, a stronger emphasis on policy support as well as greater local ownership. The results for the year demonstrate an increased capacity in the ETF both in terms of the deployment of its expertise and the management of its resources. The year also saw the emergence of ETF's support to the European Commission in areas related to internal policies of the EU that are perceived to have an external dimension.

In July 2009, the ETF welcomed a new Director and prepared a new Mid Term Perspective for the period 2010-13 to support the implementation of the ETF's new Council Regulation.

¹ Regulation (Ec) No 1339/2008 of the European Parliament and of the Council of 16 December 2008 establishing a European Training Foundation, article 1.

² See Part C Results oriented monitoring

Introduction

The 2009 Work Programme was prepared under the umbrella of the ETF Mid Term Perspective for the period 2007-10. It was prepared prior to the approval by the European Parliament and the Council of a new ETF Council Regulation. The regulation entered into force in January 2009, after the endorsement of the 2009 Work Programme by the ETF Governing Board. Accordingly, it does not fully reflect the ETF's new mandate. During the year, the ETF Governing Board approved a new Mid Term Perspective for 2010-13 that fully includes the changes introduced.³

ETF activities in 2009 combined country based operations, regional actions and thematic reviews. The 2009 Work Programme had two principal objectives, namely, to support:

- the European Commission in the development and deployment of external assistance in the area of human capital development; and
- the continuing development of partner country capacities in human capital development.

These objectives guided the ETF's work across all the countries⁴ it worked with in 2009. To achieve these objectives the ETF developed its annual Work Programme⁵ and budget to deliver the 155 specific outputs that contributed to achieving these objectives. These outputs underpin the European Commission's annual subvention to the ETF and are aligned with the ETF's five main functions⁶ as described in its regulation. These functions are:

- Providing policy analysis, advice and information,
- Contributing to capacity building for public policy development and implementation,
- Supporting the European Commission,
- Facilitating the networking and the exchange of information; and
- Promoting innovation and learning in human capital development.

These functions are targeted at a range of stakeholders. Policy advice and analysis for policy makers, capacity building for practitioners, actions to support the Commission for the European Commission DGs and the programming cycle for external assistance, while the exchange of information is targeted to all stakeholders. Actions under the ETF's innovation and learning programme are targeted at the European Commission, partner country policy makers, and the international development community working in the field of human capital development.

The 155 outputs for 2009 were anticipated by the European Commission's financial perspective⁷ on the operation of the ETF during the period 2008-13.

The outputs provide support to each of the external assistance policies⁸ with which ETF works. The use of outputs by the ETF to support its planning and reporting is also in line with the call by the European Court of Auditors for all agencies to develop systems for 'fixing objectives and assessing results'⁹.

³ The ETF Mid Term Perspective for 2007-10 is available from the ETF website: <http://www.etf.europa.eu>

⁴ Albania, Algeria, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Croatia, Egypt, the former, Yugoslav Republic of Macedonia, Georgia, Israel, Jordan, Kazakhstan, Kosovo (under UNSCR 1244), Kyrgyzstan, Lebanon, Republic of Moldova, Montenegro, Morocco, Russia, Serbia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan, and the Occupied Palestinian Territory.

⁵ The 2009 work programme is available from the ETF website: <http://www.etf.europa.eu>

⁶ These functions are to: provide policy analysis, advice and information, contribute to capacity building for public policy development and implementation, support the programming cycle, facilitate networking and the exchange of information and promote innovation and learning in human capital development

⁷ Proposal for a Regulation of the European Parliament and of the Council establishing a European Training Foundation (recast) Brussels, 25.7.2007 COM(2007) 443 final 2007/0163 (COD) Appendix 8.1.

⁸ Enlargement, European Neighbourhood Policy, and Development Co-operation

⁹ European Court of Auditors: The European Agencies: Getting Results, Special Report No.5, 2008

Using an activity based budget approach, the allocation of resources by the ETF in 2009¹⁰ was as follows:

ABB Activity	Staff	M€	% of Budget
Act 1. Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in the candidate countries and potential candidates	35.6	6.9	32.1
Act 2 Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human capital policy development and implementation	51.1	8.9	41.5
Act 3 Contributing to economic and development cooperation in human capital development in Central Asia	11.2	1.9	9.1
Act 4 Supporting the European Commission and partner country policy development through innovation and learning	21.1	3.6	17.2
Total	123	21.35	100

The ETF Annual Activity Report for 2009 has three main parts. Part A reports on the activities undertaken and outputs achieved in 2009 in each of ETF's four main operational areas. Part B outlines the measures taken by the ETF in 2009 in the area of external communication and making the contribution of the EU to human capital development visible to the wider world. Part C describes the actions undertaken by the ETF to assure its sound corporate functioning as an agency of the EU. Appendix G contains an aggregated list of the ETF's outputs by function and external assistance instrument.

¹⁰ See annex for more detail

PART A: SUPPORT TO EDUCATION AND TRAINING REFORM

In 2009, the ETF continued to strengthen the country focus that it adopted in 2007-08. Activities followed specific plans for each country that were prepared to support the Commission and national modernisation agendas¹¹.

In addition to its specific country actions, the ETF also undertook a limited number of thematic or regional projects. These contribute to capacity development in partner countries and generate evidence for future EU programming. Key thematic policy related issues addressed during the year included, inter alia, support to qualification frameworks, the relationship of lifelong learning to flexibility and security in the labour market, quality assurance, post-secondary education, social inclusion and human capital development, as well as the participation of women in the labour market.

The following table summarises the outputs achieved by the ETF in 2009¹².

Table 1: ETF outputs for 2009 across all policies and functions

ETF Functions	ETF 2009 Target	Enlargement 2009	European Neighbourhood 2009	Development cooperation in central Asia 2009	Innovation and learning programme 2009	TOTAL 2009
Policy reviews and analysis	10	13	6	4		23
Capacity building	91	21	31	16		68
Support to the programming cycle	25	13	10	6		29
Dissemination and networking	20	8	10	5		23
Innovation and learning projects	9				13	13
Total outputs	155	55	57	31	13	156

While the overall target of 155 was achieved, the final distribution of the outputs varied in terms of function and region from the original planned projections for the year. Key differences include a lower number of capacity building actions and a higher number of interventions to support policy analyses and reviews.

There were also small differences between planned and realised outputs in the areas of support to the Commission programming cycle and in action research projects under the ETF's innovation and learning programme. Policy review and analysis activities were higher than anticipated, while capacity building actions were 24% less than planned. This was largely due to changes in operational priorities arising during the year in response to partner country needs and Commission priorities. The global financial crisis was a main contributor to this as, in some cases, it prompted a review of policy priorities in the countries with which the ETF works. In doing so, the distribution of outputs was more relevant to the actual context and stakeholder expectations than originally planned.

The higher than anticipated number of outputs in the ETF's Innovation and Learning Programme (13 outputs achieved against nine planned) arose because the programme

¹¹ Country specific information on ETF activities can be found on the ETF website: www.etf.europa.eu

¹² A full list of the ETF outputs for 2009 is in annex.

contained a mix of activities including projects, corporate conferences and six communities of practice, with very low unit costs.

The adjustment in the distribution of outputs between the different functions was possible within the ETF's budget for 2009 because the unit costs for activities carried out to support the Commission proved to be smaller than anticipated. This enabled the additional support in the areas of policy advice and review to be provided.

The use of outputs in reporting ETF's activities against its functions makes it possible to identify the costs of such adjustments and respond flexibly to changing priorities in the course of the year. In 2010, the ETF will continue to monitor the unit costs associated with each of its functions to identify the range of variations in costs.

Highlights in 2009

A new mid term perspective

During the second half of 2009, the ETF developed a new Mid-term Perspective for the period 2010-13. It was prepared in the context of the financial crisis that started in 2008. The Mid-term Perspective is intended to frame ETF assistance to partner countries in a way that supports their recovery and the maintenance of their reform effort at a time of increasing pressure on national fiscal resources.

Governments will face the difficulty of increasing their budgets for employment policies to accommodate a higher number of unemployed people, which could come at the expense of active labour policy measures. While governments focus on coping with the crisis in the short-term, new efforts to improve efficiency in budget spending, resource allocation, quality and returns of investments have emerged, in particular for the social sectors.

The Mid-term Perspective follows the functions of the ETF under its new regulation of December 2008 and places ETF's operations within three core themes:

- A. Vocational education and training system development and provision in a lifelong learning perspective
- B. Labour market needs and employability
- C. Enterprises and human capital development: education and business partnerships

The new core themes aim to make the breadth of the ETF's work under the new mandate more visible. The new Mid-term Perspective was developed to provide a strategic and operational framework for the implementation of the ETF's new mandate under its recast Council Regulation. The aim is to achieve 590 outputs¹³ by 2013 in support of the EU's external assistance policies.

The following four sections of Part A outline the activities undertaken in 2009. Sections 1-3 describe activities performed to support the EU's Enlargement; Neighbourhood and Development Cooperation Policies. The activities report on four functions: policy reviews and analysis; capacity building, support to the programming cycle, and dissemination and networking.

Section 4 describes activities carried out under the ETF's Innovation and Learning Programme.

¹³ ETF Mid Term Perspective 2010-13, p34

1. Contributing to the Enlargement process

In the Pre-Accession region of the Western Balkans and Turkey, ETF support to the Commission related to reporting and external assistance programming, including teaching and learning in Albania, strengthening labour market capacities in Bosnia and Herzegovina and Montenegro, quality assurance in education and social inclusion in Serbia.

In the area of capacity building, actions involved monitoring and evaluation in Turkey and the former Yugoslav Republic of Macedonia. Public policy advice and dialogue on vocational education and training was a major feature of ETF work and covered post secondary vocational education (Albania), employment strategies (Kosovo under UNSCR 1244), national qualification frameworks (Bosnia and Herzegovina, Croatia, Serbia and Turkey), flexicurity (Turkey) and programme evaluation (the former Yugoslav Republic of Macedonia).

Institutional capacities in public policy were targeted through the continuing development of thematic networks aimed at facilitating the exchange of knowledge and learning in teacher training, social inclusion, entrepreneurship learning; as well as mutual learning in quality assurance in vocational education and training and adult learning. As part of its mid-term strategy 2010-13, the ETF has agreed with the European Commission's Employment, Social Affairs and Equal Opportunities DG to prepare country reviews for potential candidate and candidate countries. The aim is to produce a concise analysis, outlining key issues and challenges related to education and training in a lifelong learning perspective, employment, and social inclusion, as an input to the IPA HRD programming process and as preparation for future participation in the European Social Fund. The reviews will be finalised in 2010 for Albania, Montenegro and Serbia and in 2011 for Croatia, the former Yugoslav Republic of Macedonia and Turkey. For Bosnia and Herzegovina and Kosovo, it is agreed that the ETF will continue the regular country analyses undertaken every two years, next time 2010, in the framework of the Torino Process.

The ETF also agreed with DG Enlargement to assist in the programming exercise for the IPA multi-beneficiary programme in the areas of "human rights, minorities and vulnerable groups" and "competitiveness and competence". The support started through active involvement in working group meetings in 2009 and will continue in 2010 through contributions to the final concept notes for both areas.

Table 2: ETF outputs for 2009 in the Enlargement region in support of the Instrument for Pre-Accession

	Enlargement 2009 target	Enlargement 2009
Policy reviews and analysis	4	13
Capacity building	32	21
Support to the programming cycle	9	13
Dissemination and networking	8	8
Total outputs Enlargement	53	55

The difference between the planned and achieved level of outputs was caused by a larger than expected number of activities in the region that were directed to policy reviews and analysis. This was also mirrored in a higher number of interventions related to supporting the Commission, e.g. in Kosovo (under UNSCR 1244).

ETF interventions in the IPA region to support EU enlargement policies included multi-country actions and specific initiatives tailored to national priorities. Support was received during the year from the Italian Ministry of Foreign Affairs under the Italian Trust Agreement 2006-08 for the implementation of ETF's LEARN project for the teachers and trainers network in the IPA region.

At the request of DF ENTR ETF drafted the 2 horizontal chapters and the 7 human capital components for the country chapters in the 2009 Report on the Progress in the implementation of the European Charter for Small Enterprises in the Western Balkans.

Highlights 2009: Innovative schools¹⁴
<p>The reform of ETF partner country VET systems has been underway for more than a decade. Initial efforts focused on reforming the curricula of vocational schools and training centres to align them with the changing needs of the labour market. Experience has shown that education reform is not only about changing policies, regulations, curricula and teaching materials. The pivotal point for implementing reform that impacts on vocational students and trainees are teachers and schools.</p> <p>To emphasise the importance of schools, as part of its LEARN Project in South Eastern Europe, the ETF has put together a compendium of good practices of innovation in schools in the region. The compendium documents how schools can understand and perceive their own modernisation to develop a shared interest that stimulates thinking for improvement. The experience emphasises the competence development of teachers. The compendium is an excellent resource for national Ministries of Education, EU Delegations and international and bilateral donors. By consolidating the experiences of innovating schools, the compendium provides a focal point and platform for dialogue and knowledge management of school reform in the region.</p>

The following tables outline the major activities undertaken in the region during 2009.

Region	Activities at regional level	ETF Outputs No ¹⁵
Actions in support of Enlargement	Multi country actions covered four main areas for development: Mutual learning on EU developments in vocational education the contribution of education to social inclusion, entrepreneurship learning and the modernisation of approaches to teacher training The ETF also undertook an analysis of reforms in the region as a contribution to the IPA progress reports	1, 7, 12, 21, 25, 26, 27, 28, 29, 31, 32, 33, 51, 52, 54,55

Country	Activities at country level	Outputs
Albania	ETF activities contributed to programming, capacity building, and policy development through workshops on teaching and learning, Post secondary vocational education (PSVET) and employment policy, preparation of terms of reference, and inputs to a national conference on vocational	4, 9, 42 43 44 50
Bosnia and Herzegovina	ETF interventions supported capacity building workshops on certification and validation of learning and on adult learning and an event on inclusive education, programming for IPA and a feasibility study on adult learning	2, 18, 30, 41
Croatia	Assistance targeted NQF development and its links with the European Qualification Framework and a review of internships. Work also started on a survey of transition from school to work to be finalised in 2010.	8, 15
former Yugoslav Republic of Macedonia	The ETF supported a human resources development analysis and a series of workshops related to the ETF supported collaborative evaluation of new four-year VET curricula to increase the evidence base on the relevance of the new curricula	6, 20
Kosovo (under UNSCR 1244)	The ETF provided input to Commission programming through the preparation of fiches to support IPA programming and the Sector Wide Approach Programme for education. Capacity building and policy advice were also prepared on employment, post compulsory vocational education and national qualifications frameworks.	3, 17, 38, 39, 40
Montenegro	The ETF prepared terms of reference for IPA assistance in the field of employment and participated in a tender evaluation committee. Capacity building activities were undertaken through a training needs analysis on skills for enterprise growth, the analysis of teacher education curricula and a seminar on teacher education	9, 10, 24, 45, 46, 47

¹⁴ *Portraits of Innovative Schools in South Eastern Europe: An Anthology*, edited by David Oldroyd and Soren Nielsen. Forthcoming ETF publication. See Also ETF Project website http://www.etf.europa.eu/web.nsf/pages/Project_Learning-Teaching_EN?opendocument

¹⁵ See Annex G for details of these outputs

Serbia	Interventions combined support to the Commission for the preparation of terms of reference for IPA programming, dissemination workshops for information sharing, policy workshops and a country analysis. Key policy areas addressed were adult education, national qualifications framework, training in the tourism sector and social inclusion through education and training. It also included a study visit for key stakeholders of the VET system to Croatia and Slovenia	5, 14, 34, 35, 36, 48, 49
Turkey	Activities comprised support to the Commission through the monitoring of projects and workshops to support the design and implementation of policy in the areas of teacher training, careers guidance, modularisation of curricula and professionalisation of care for the elderly. Support to the Vocational Qualification Authority including discussion of the role of awarding bodies was central to the ETF's work in Turkey	16, 17

2. Contributing to prosperity and development in the Neighbourhood Region

In the Neighbourhood region, the ETF's support to the Commission covered contributions to the identification of needs and specific country information notes on human capital needs and trends for the monitoring of ENP country action plans. Specific programming advice in Eastern Europe included a special focus on the Caucasus, while support was provided in Ukraine for twinning projects as well as for the finalisation of the EC-World Bank policy note, which supported the work on a new Association Agreement between the European Union and Ukraine¹⁶. In the Republic of Moldova and Georgia, ETF assistance included contributions to the implementation and preparation of the mobility partnerships.

In the framework of the new Eastern Partnership policy, the ETF has been preparing its support to platforms (ii) and (iv) which will be provided fully from 2010 onwards.

In the ENP South region, ETF support to the Commission covered input to programming development in the Mediterranean region, education and training for budget support packages (Jordan, and Tunisia) and the continuing assessment of the effectiveness of reform measures in the region (Egypt, Jordan). At the request of DG EMPL a cross-country analysis and report was prepared on human resources and employability for all partner countries participating in the EuroMed process (covering the nine ENP South countries and five IPA countries). The report was presented during the UfM EuroMed Employment and Labour High Level Working Group in November. In addition, the ETF participated in the EuroMed Industrial Cooperation working group meetings providing inputs on the policy index, the entrepreneurial learning tertiary education "audits" currently under way and on skills for sustainable development, among others. ETF participated in national meetings on the Euro-Mediterranean Charter for Enterprise. The nine Mediterranean partner countries involved in the 2008 evaluation of the Charter implementation organised these meetings with the Charter stakeholders to discuss the conclusions of the evaluation, take stock of further progress and plan follow-up activities including in the areas of entrepreneurial learning and skills development.

During the year, actions responded to a range of local demands for support in public policy development and implementation. Actions included national qualification frameworks in the Mediterranean region (Morocco, Tunisia, Jordan, Egypt and Lebanon), peer learning in career guidance (Egypt), social partnership (Jordan), transition study (Syria), quality management (Georgia), the matching of training supply and demand (Republic of Moldova), the development of occupational standards (Ukraine) and the analysis of national employment patterns and labour markets in the countries covered by the Eastern Partnership.

Table 3: ETF outputs for 2009 in Eastern Europe and the Mediterranean region in support of the European Neighbourhood and Partnership Instrument

	Neighbourhood 2009 target	Neighbourhood 2009
Policy reviews and analysis	4	6
Capacity building	40	31
Support to the programming cycle	11	10
Dissemination and networking	8	10
Total outputs Neighbourhood	63	57

¹⁶ See the new Agreement at http://ec.europa.eu/external_relations/ukraine/docs/2010_eu_ukraine_association_agenda_en.pdf

Cutting across both the Enlargement and Neighbourhood regions was a major activity related to the development and promotion of entrepreneurial learning linked to the capacities of the countries to develop and measure human capital strategies targeted at small businesses – a major source of employment generation and economic growth in regions.

Highlights in 2009: Mid term review of the Neighbourhood

In 2009 the ETF supported the European Commission in the preparation of analyses of developments in vocational education in nine countries participating in the European Neighbourhood Partnership Instrument (ENPI). The analyses were provided as part of the Mid Term Review of the European Neighbourhood and Partnership Instrument and highlighted the directions and priorities of reform in education and training in the countries and where further support may be provided by external assistance.

The ETF's support tracked legislative changes, technical reforms in the countries and the emergence of new policies. The work will be finalised in 2010 and covers Armenia, Egypt, Georgia, Jordan, Lebanon, Republic of Moldova, Morocco, Tunisia, and Ukraine. The reports illustrated the range and diversity of changes under way in education in neighbouring countries, including the development of national qualification frameworks, initiatives to support school retention, the strengthening of links between business and education and measures to improve governance and co-ordination. The analyses demonstrate the ETF's capacity to support the European Commission through technical assessments of reform progress in education and training in Neighbourhood countries. This ensures that assistance and funding can be allocated accurately in line with country needs.

The tables below describe the major activities and the associated output undertaken in the Neighbourhood region in 2009.

Region	Activities at regional level	ETF ¹⁷ Outputs No
ENPI EAST	The ETF undertook a number of multi-country activities in the Neighbourhood region to share experience where there were overlapping reform interests. The multi-country actions were aimed to build on shared interests within each of the main areas of the region. In the East capacity building and policy development support was provided for the development of national qualifications frameworks through a regional seminar in Moscow and a study tour to the Netherlands. A regional approach was also followed in the area of labour market reviews, with national reviews for each of the six participating countries in the Eastern Partnership and a peer review of a regional publication.	57, 89, 88, 104, 109
ENPI SOUTH	A series of capacity building events related to the area of e-learning as well as regional studies on adult learning, social partnership (funded by the Meda-ETE project) and the employability regional review for the Union for the Mediterranean. A regional seminar on qualifications took place in Tunisia in December in preparation for a new project in 2010 on regional qualifications. The Meda-ETE project held its final Annual Forum to disseminate and exchange the project results	59, 60, 61, 87, 112

Country	Activities at country level	ETF Outputs
Armenia	ETF interventions included the preparation of support measures as part of the programming cycle, as well as workshops and seminars related to human capital development policy, piloting and training of trainers for the newly established school board with participation of employers	62, 63, 64, 93, 96, 111.
Azerbaijan	Azeri representatives joined the regional activities carried out by the ETF, namely the participation of senior Ministry of Education staff in an international study tour in Netherlands as well as the regional seminar in Moscow.	65
Belarus	ETF actions related to analysis and information with the finalisation and discussion of a report on education and training and the elaboration of a report on labour market. A workshop on qualifications was organised with the participation of other countries from the ENP East region	58, 71, 91

¹⁷ See Appendix G for details of these outputs

Georgia	ETF interventions combined support to the Commission in the design of assistance programming, capacity building in employment policy and quality assurance and policy advice to the Ministry of Education and Science regarding the new sector strategy, including support for multi-stakeholder dialogue. The ETF provided support to the Commission in the preparations for the mobility partnership	67, 68, 90,92, 94,95101,110
Republic of Moldova	The ETF was engaged in a number of information and capacity building issues during the year in the areas of qualification frameworks and the validation of prior learning as part of the ETF's inputs to the mobility partnership	78, 79,102, 105,106, 107
Ukraine	ETF interventions comprised support to the Commission on a twinning initiative, as well as on the finalisation of the joint European Commission-World Bank policy note. In addition, the ETF continued its support to capacity building in the areas of demand analysis, job profiles, and national qualifications frameworks.	82, 83, 84, 99,
Egypt	The ETF provided policy advice on national qualification frameworks and career guidance, together with accompanying capacity building workshops in these areas. As part of the skills and migration project co funded by the Italian Trust Fund, the ETF undertook a number of workshops and developed a methodological note on the development of occupational profiles. As in previous years, support was provided to the Commission through a review of the VET reform in the country and the contribution to it by the Meda VET project	10, 98, 75, 74, 73, 72,56
Jordan	The ETF provided support to the Commission through the preparation of terms of reference and capacity building assistance to national stakeholders focusing on national qualifications frameworks and quality issues and a study visit on social partnership.	76, 77, 97
Lebanon	The ETF undertook a capacity building workshop on entrepreneurial skills for career guidance counsellors	86
Morocco	Activities concentrated on supporting capacity development through a study visit on training needs analysis for entrepreneurial learning, support to the national TVET Department on national qualification frameworks and coaching for Higher Education Council staff on tracer studies	80, 81, 85
Syria	For Syria, ETF interventions in 2009 focused on a transition survey between education and employment and involved facilitating inter-Ministerial meetings and the training of local staff to conduct the survey	66, 108
Tunisia	ETF support involved assisting local stakeholders through dissemination workshops and support on qualifications frameworks	69, 70, 103

3. Contributing to human capital development in Central Asia

ETF actions in Central Asia supported the Commission and capacity building in policy development and implementation while also promoting the exchange of information and policy ideas.

Support to the Commission was provided in Turkmenistan through participation in dialogue on the potential direction of EU assistance in human capital development and work with national stakeholders on a base-line analysis of the VET system.

In Uzbekistan, the ETF contributed to the identification of interventions in the area of management training for small and medium sized enterprises in 2010-11 as well as inclusive education. Input on intervention identification or definition was also provided for Kazakhstan and Kyrgyzstan. Capacity building actions were targeted at policy development and implementation in relation to vocational school development for lifelong learning in the framework of a new multi-country initiative involving Kazakhstan, Kyrgyzstan and Tajikistan (but open also to Turkmenistan and Uzbekistan, should they wish to join). In the field of national qualification frameworks, capacity development continued in Kazakhstan, Kyrgyzstan, and Tajikistan. As in previous years, the ETF put a special emphasis on actions that supported exchanges and peer learning opportunities at regional level. Based on an earlier multi-country project on skills development for poverty alleviation (2007-09), a policy briefing was finalised and distributed.

Furthermore, at the request of national stakeholders in Kyrgyzstan a new action was initiated on career guidance. The ETF also took an active part in the June 2009 Education Initiative meeting in Brussels and provided input, supporting the formulation of the Central Asian Education Platform (CAEP) DCI project.

Table 4: ETF outputs for 2009 in Central Asia region in support of the Development Cooperation Instrument

	Development cooperation 2009 target	Development cooperation 2009
Policy reviews and analysis	2	4
Capacity building	19	16
Support to the programming cycle	5	6
Dissemination and networking	4	5
Total outputs Development Cooperation	30	31

Highlights in 2009: Turkmenistan¹⁸

In 2009, the ETF commenced a review of the Turkmen VET system through a consultation process with local stakeholders. The result is a national capacity building programme focusing on the issues of quality, social partnership and how to manage reform. The results of ETF projects in the rest of the region, including ones on national qualifications frameworks and skills development for poverty reduction, are being shared with Turkmen officials and educationalists. The aim is to use this programme to identify school-based activities and policy work for specific ETF activities in the near future.

The ETF is involving Turkmenistan in regional and international peer learning activities on VET as a way of exposing stakeholders to current developments. The ETF's contribution in 2009 demonstrated its ability to support the European Commission in development co-operation in the frontline when commencing a programme of external assistance with a partner country.

¹⁸ See ETF project page on Turkmenistan
http://www.etf.europa.eu/Web.nsf/pages/Eastern_Europe_and_Central_Asia_Turkmenistan_EN?Opendocument&c=TKN

The tables below describe the major activities and the associated outputs undertaken in Central Asia in 2009:

Region	Activities at Regional Level	ETF Outputs No ¹⁹
Development cooperation support to Central Asia	The ETF conducted a series of cross country interventions to facilitate the sharing of knowledge and experience between stakeholders in the regions engaged in similar reforms. Regional workshops were held throughout the year to share information among the donor community on national qualification frameworks, school development and survey methodologies.	121, 139, 140, 141

Country	Activities at Country Level	Outputs
Kazakhstan	Country activities were targeted at providing on going capacity building for stakeholders in national qualifications framework development and providing support to the EU Delegation in the development of terms of reference for a DCI intervention on vocational education reform. A series of country specific focus groups, involving policy makers, social partners as well as school directors, teachers and students were conducted to support the introduction of the school development initiative.	123, 130, 131, 132, 138
Kyrgyzstan	Actions covered a broad set of thematic activities including contributions to Sector Programme Support Package (SPSP) preparation. Capacity building workshops were undertaken in relation to National Qualification Frameworks, covering the development of occupational standards for competency based curricula. During the year the ETF initiated, at the request of national stakeholders, a new action on career guidance in a lifelong learning perspective, including the development of a national concept and first capacity building activities. The ETF also conducted a series of country specific focus groups to support the introduction of the school development project. The ETF participated in the OECD review of the education sector in Kyrgyzstan, with responsibility for drafting the chapter on vocational education and training. At the request of national stakeholders, the ETF organised a dissemination seminar involving the donor community on the Skills Development for Poverty Reduction project and donor interventions in related areas.	114, 115, 122, 125, 126, 127, 137, 141
Tajikistan	Activities covered the validation of the labour market review for Tajikistan, conducted in the course of the year. The validation seminar was organised in co-operation with ILO, which had been working on related issues. Furthermore a series of capacity building workshops related to national qualification frameworks and focus groups on the school development initiative were carried out, as well as a national conference on school development involving representatives of the key stakeholder groups (policy makers, social partners, vocational school directors)	124, 128, 129, 142
Turkmenistan	During the year, the ETF increased its engagement with Turkmenistan. ETF activities covered the preparation of terms of reference (in co-operation with DG AidCo) for a DCI intervention in vocational education and the delivery of a series of capacity building workshops for stakeholders in Turkmenistan in order to prepare them for upcoming DCI actions. Subjects covered were VET governance, labour market issues and an introduction to national qualifications frameworks. The ETF also undertook a study in vocational education and the labour market.	113, 120, 117, 118, 119, 136
Uzbekistan	Actions for 2009 covered exchange of information with donors, as well as inputs to DG AidCo for two DCI interventions, in inclusive education and management training	133, 134, 135

¹⁹ See Appendix G for details of these outputs

4. Supporting innovation and learning;

As part of its work, the ETF undertook a series of actions to strengthen the evidence base for human capital development policy interventions. The innovation and learning programme aims to draw lessons from links between innovation, employment and education in partner country contexts. In doing so, the Innovation and Learning Programme contributes to expertise development and knowledge management.

The programme aims to ensure that the ETF operates as a centre of debate and discussion for the broader international community on human capital development issues. The programme accounts for 20% of the ETF's budget and aims to produce lessons that are of value to the European Commission, partner countries participating in EU external assistance programmes, and for the work of the ETF itself. In 2009, the programme operated through a series of **communities of practice** and **specific projects**. The projects covered the following areas:

- Education and competitiveness,
- Contribution of lifelong learning to flexibility and employment in partner country labour markets,
- Situation of women and work in the Mediterranean region;
- Human capital development reviews.

The communities of practice were established to assess knowledge and experience in human capital development in the areas of:

- recognition of prior learning, including quality assurance, qualification frameworks and the EQF,
- education and development
- employment,
- transition from education to work,
- indicators and benchmarks,
- tertiary and higher education.

The ETF's innovation and learning programme are multi-annual actions conducted within the framework of the Mid-term Perspective. A detailed overview of the outputs of the ILP Programme 2007-10 will be included in the ETF's 2010 Annual Activity Report.

	ILP Target 2009	ILP outcome 2009
Innovation and Learning	9	13

ILP outputs for 2009 included four projects, six communities of practices and three corporate conferences to support knowledge management with partner countries. The conferences were conducted in conjunction with the European Parliament, the European Commission, partner countries and EU Member States on the European Qualifications Framework (January) and the links between business and education (December). The Innovation and Learning Programme also hosted an international conference on innovation patterns in apprenticeships from around the world. In addition, during the year, the ETF also acted as a guest editor for the European Journal of Education to showcase its support to human capital development.

ETF Highlights in 2009: Promoting innovation

Innovating apprenticeships in a globalised world

One hundred academics and policymakers from all over the world met in Turin in September to debate the latest research and innovations on apprenticeship schemes. The conference was organised by the ETF, the International Network on Innovative Apprenticeships (INAP²⁰), VETNET²¹ and Bremen University's TVET Research Group²².

Apprenticeship schemes are experiencing a global renaissance. The event confirmed the growth and increasing status of work-based learning across the world. One catalyst for the growing interest in apprenticeship schemes is the rapidly increasing youth population in many countries. Another is the demand from employers for more labour market relevant education and training.

A clear conclusion was that there must be more action on the role of employers in apprenticeships. Many studies already address the perspective of students and teachers. Apprenticeship and work-based learning schemes clearly contribute to easing the transition from education to work. The theme is highly relevant to the countries being assisted by the ETF and at the conference partner countries were given the opportunity to access contemporary global perspectives and EU developments were made more visible to the world.

Assistance to the Commission in 2009

This section provides details on the activities carried out by the ETF to support the Commission in 2009.

Requests from the Commission for support to the EU programming cycle

Requests from the Commission for support to the programming cycle fell slightly overall from 111 in 2008 to 101 in 2009. In the course of the year, there were 29 requests from 2008 that were ongoing. The remaining 72 were received in 2009. Of these 17 were for Kosovo (under UNSCR 1244). Commission requests were processed for all countries in 2009 with the exceptions of Azerbaijan, Kyrgyzstan, Republic of Moldova, Syria, Tajikistan and Uzbekistan.

A total of 56% of the requests were for the Enlargement region (a small decline compared to 2008), 40% were for Neighbourhood (a small increase), and 4% for Development cooperation (a significant decline). The requests were distributed across the functions of the project management cycle and were initiated by both EU Delegations and DGs in Brussels. A full list of the requests received and processed during the year can be found in annex. The new requests received in 2009 were from 30 different sources in the European Commission or the EU Delegations in the partner countries.

²⁰ The International Network on Innovative Apprenticeship (INAP) is an association of researchers and research institutions in vocational education and training. <http://www.innovative-apprenticeship.net/>

²¹ VETNET is a European Research Network in vocational education and training, part of the European Education Research Association (EERA). <http://www.vet-research.net/>

²² <http://www.itb.uni-bremen.de/tt-tvet/>

Total requests from the European Commission by External Assistance Instrument and area of Project Cycle support, 2009

	Enlargement	Neighbourhood	Development cooperation	Technical assistance	Grand Total
Programming	9	3			12
Identification	3	3			5
Formulation	8	13	1		21
Financing	-	-	-	-	-
Implementation	6	3			8
Monitoring	2	3			3
Evaluation	2		2		4
Content Review	16	1			15
Policy Advice	8	13	1		22
Dissemination	2	1		1	3
	56	40	4	1	101

Other requests from the Commission

During the year, the ETF also received requests from DGEAC to support the Commission by contributing to the dialogue on the external dimension of the European Qualifications Framework and to prepare a study on the relations between business and education across all its partner countries. These two requests are good examples of the more complex and policy relevant actions envisaged for the ETF under its new regulation and the use that the European Commission can make of the ETF as a centre of expertise.

PART B CORPORATE COMMUNICATION

The ETF's corporate communication activities in 2009 were based on the overall goals of the communication policy and strategy of supporting policy development and knowledge sharing in the ETF's field of competence. In accordance with the ETF's new, extended mandate as set out in the recast regulation that came into force in January 2009, communication activities also aimed at enhancing the impact of EU external assistance by providing information on ETF projects, results and added-value.

Furthermore, in line with the European Commission's objectives for mainstreaming information and encouraging dialogue and debate with EU citizens in general and with citizens in the ETF's host country in particular, a number of communication activities were carried out.

The ETF Communication Unit (ECU) was engaged in a number of events, media activities, website revisions and updates, as well as publications throughout the year. The Unit also launched and completed a major project to revitalise the ETF's brand identity.

Highlights in 2009: Making European developments visible to the wider world

Linking to a globalised world: the European Qualifications Framework

The ETF in co-operation with the European Commission and Cedefop organised the 'EQF - Linking to a globalised world' conference as part of the ETF's support to the EQF. Jan Andersson, Chair of the Employment and Social Affairs Committee of the European Parliament, hosted the event at the European Parliament, while the Czech Presidency of the EU featured the conference in their presidency calendar.

The Minister of Education of the Czech Republic, Ondřej Liška, the European Commissioner for Education and Culture, Ján Figel' and Deputy Director General of the Commission's External Relations DG, Hugues Mingarelli, made keynote presentations. Over 60 countries were involved including all EU Member States, EU partner countries from the Western Balkans, the European Neighbourhood, and Central Asia as well as countries from around the world that have – or are about to have – a national qualifications framework.

The conference found that qualification frameworks reflect a pattern in educational policymaking worldwide. The last two decades have seen a growth in the number of countries developing frameworks and in the experience of implementation. There appears to be substantial potential for sharing experience and knowledge between countries and systems and this can be of benefit to both developing and developed countries.

The EQF is likely to interact with other national and regional frameworks, either as a source of information and methodologies or as an international reference point. In particular, there have been a number of attempts to create regional qualification frameworks – notably in southern Africa and the Caribbean. The EQF represents the first successful attempt to develop a functioning meta-framework with the potential to connect different sectors of education across several countries. The conference provided an opportunity to establish a basis for mutual learning between the EU and the rest of the world, both on the possible impact of the EQF and from lessons learned with qualification frameworks in different parts of the world.

1. Publications and periodicals

Throughout the year, the ETF produced and distributed some 25 expertise publications, six targeted information leaflets on specific ETF projects in different languages, four corporate reports and leaflets as well as separate country reports on each of its partner countries.

Furthermore, the demand for support from ECU for the production of high-quality internal documents, such as the new A-Z for staff, also increased.

2009 also saw the launch of the ETF's policy briefings, which are a new series of short, accessible documents on specific topics designed to target policy makers and provide them with examples of projects and work that the ETF has successfully carried out. ETF policy

briefings are designed as a mechanism for the ETF to contribute to international knowledge in the field of human capital development and to reflect on its own knowledge.

During the year, four editions were produced on the following topics:

- Innovative training for poverty reduction in rural Central Asia,
- Teaching and learning in modern vocational education and training systems,
- Developing observatory functions; and
- Vocational teacher professional development in a policy learning perspective.

All were printed for specific meetings, but the main means of distribution was by email (to over 3,000 recipients) and the website. Translations were provided in relevant languages as well. The ETF's magazine, **Live and Learn**, continued to be produced with four issues distributed in 2009. Over 5,500 copies of the English version were sent out to targeted recipients on paper, while translations into Russian, Arabic, French, Italian and Russian were made available through the website. A new, user-friendly web version for the translations was launched in the autumn.

INSIGHT, the ETF's internal newsletter for staff was given a make-over early in the year to liven up the look and feel of the document. Four issues were produced during the year, along with an additional supplement on administrative issues of importance.

In 2009, the ETF took its first tentative steps in the direction of commercial publishing, taking up initial contacts with a publisher that expressed an interest in producing an expertise publication on national qualifications frameworks on the ETF's behalf. The EU publisher's forum at the Luxembourg-based EU Publications Office is providing support with this new venture and it is hoped that the document will be on the market in mid-2010.

The ETF Editorial Board 2009-11 was convened for the first time in May. Nine external members, selected following a global call for interest at the end of 2008 attended to discuss strategic issues around ETF publications. Throughout the year, they also assessed and gave opinions on over ten different ETF reports and policy briefings.

2. Website and multimedia

2009 witnessed major developments in the ETF's internet presence. Apart from the usual regular news updates, many static pages of the website were updated in different language versions to reflect the entering into force of the ETF's recast regulation. Country and thematic pages were also developed to reflect operational developments. Social media began to play an evermore significant role in the ETF's online visibility with information being regularly distributed through different channels including YouTube, Twitter, Linked-in and Wikipedia.

Dedicated mini-sites were launched during the year including a new restricted area for Governing Board members, a site specifically designed to stimulate the global debate on national qualification frameworks as well as a new functionality known as ETFtweets to enhance the ETF's Twitter presence. The ETF also established and hosts a discussion forum for other EU agencies on web-related issues. A full audit of the ETF site was carried out towards the second half of the year and will lead to major developments over the next couple of years. Work began on this in 2009. On the multimedia front, work on the film 'the Kyrgyz ice-cream seller' was finalised with the results shown at many different events and meetings, including the Governing Board meeting in June.

The ETF's communication unit also enhanced its skills in preparing meeting summaries in a visual format, with the production of slide shows during and for different events.

3. Events and visits

Major corporate conferences were held during the year with the regional closing conference for the MEDA-ETE project in Turin in April, as well as the European Qualifications Framework – Linking to a globalised world conference and the Education and Business Cooperation conference both held at the European Parliament in Brussels in January and December respectively.

On the occasion of Europe Day on 9 May, the ETF organised a photo competition to find an image to represent Turin in Europe. The winning photographs were displayed in the city centre, with the overall winning image being reproduced on a huge banner.

The **Governing Board** was involved in three statutory meetings during the year in April, June and November. The first was organised to select the new Director of the ETF, who took up her post in July. Governing Board members also joined international organisations and partner country representatives at three separate meetings in the autumn to discuss the ETF's Mid-term Perspective 2010-13 and the 2010 Work Programme.

The ETF was present with an information stand at a number of fairs in 2009. The most noteworthy of these were the open day of the EU's **Joint Research Centre at Ispra** in May, Piedmont researcher's night in Turin in September, the Frankfurt Book Fair, the **European Development Days** in Stockholm, and the third **OECD World Forum** in South Korea all in October, and finally the 'EU agencies – partners in accession' in Lisbon in November.

In Brussels, contacts with the EU institutions continued to be reinforced as a result of the ETF's presence in the city. The liaison officer established and maintained contacts with a number of different directorates general of the Commission as well as with a variety of counterparts in the European Parliament.

Highlights in 2009: Responding to the crisis

Business and education partnerships

In December 2009, in co-operation with the European Commission and the European Parliament the ETF facilitated an international conference "Education & Business Cooperation - New Skills for New Jobs in a Globalised World". The event drew on the priorities established by the Czech, Swedish and Spanish presidencies of the EU as well as the European Year of Creativity and Innovation. The event brought together 160 delegates from 46 different countries.

The event aimed to mobilise and promote dialogue between business and education. The current global economic crisis challenges decision makers to ensure the employability of their citizens and create a basis for cohesive social environments. This is compounded by growing global competition, rapidly changing information and communication technologies, unfavourable demographic developments and the need to protect the environment. The conference concluded that:

- It is the right moment for education and business to enhance their cooperation;
- The external dimension of EU policy highlights the importance attached to education and business cooperation;
- Education and business cooperation implies managing tacit and complex interaction;
- Partnership, cooperation and regular dialogue between education and society as a whole is vital for addressing the challenges of a fast-changing globalised world;
- The economic crisis is exacerbating these challenges and in this context education and training have been recognised as vital for recovery;
- Employability related issues and the re-definition of key competences for active citizenship are central to education and business dialogue and cooperation;
- Mutual trust and confidence, common interests and responsibilities are essential for long-lasting partnerships

The conference provided an extended forum for international stakeholders to highlight the increasing need to connect the worlds of business and education as part of the response to the crisis. Following the conference in 2010 the ETF will commence a wide ranging analysis of the links between business and education in its partner countries.

4. Press and media

For the first time ever in 2009, Euronews dedicated programmes to the ETF following visits to Jordan and Armenia. The first focused on an entrepreneurship training project in Jordan, while the second centred on vocational training school reform in Armenia.

On the occasion of the launch of an ETF project on social partnerships in Armenia, the ETF invited a group of European journalists to visit the country. The results included a live radio

interview on Italian Radio 24 with longer follow up programmes broadcast at later dates, articles in Danish newspapers as well as huge interest from the media in Armenia including local TV stations, radios and newspapers.

Advertorials were placed in the Parliament magazine, which is widely targeted at an EU institutional audience, on two occasions during the year on the topics of the role of education during the financial crisis and the importance of entrepreneurship learning.

A number of ETF events sparked interest from TV stations, radio and newspapers while ETF staff members were interviewed by the press in Albania, Egypt, Tunisia and Morocco. The University World News website also published an article about the ETF.

PART C: ORGANISATIONAL LEARNING: STRENGTHENING THE ETF'S KNOWLEDGE AND SYSTEMS.

Governance, management and internal controls

1. Stakeholder governance structure

Governing Board members' involvement in ETF activities

Governing Board members have actively participated in different activities. Seven of them took part in ETF events making their Member State expertise available to partner countries, especially in the ENP East and South regions. Their inputs have been evaluated very positively. This reflects a new form of co-operation with Member State stakeholders. The aim is to better share Member State knowledge with the partner countries to strengthen possible complementarities. As part of this, in November the ETF distributed a questionnaire to the Governing Board members to identify existing Member State initiatives in ETF regions as a precursor to possible opportunities for future co-operation.

An institutional programme of visits to French institutions working in ETF areas of expertise took place with the support of the Governing Board member for France. The aim was to identify areas for collaboration in partner countries. Similarly, under the Swedish Presidency the Director addressed EU Ambassadors in Rome.

This new corporate approach complements the direct involvement of Governing Board members in ETF activities and helps to establish long-term structured partnerships with Member States.

A new site agreement with the Italian Government was finalised and two meetings with the Italian Minister of Foreign Affairs took place with the support of the Governing Board member for Italy. Furthermore, a committee of four Governing Board members (from France, Germany, Spain and one of the independent experts nominated by the European Parliament) was convened to provide suggestions for future ETF action in the framework of the consultation process on the 2010-13 Mid-term Perspective and the 2010 Work Programme.

Institutional partnerships

Four formal cooperation agreements (in line with the new ETF regulation) were prepared during the second half of 2009. These included the following: i) an agreement with the Italian Ministry of Foreign Affairs (for co-funding two projects in Lebanon: establishing a national qualifications framework, and enhancing entrepreneurship learning); ii) an agreement with UNICEF (for joint activities in Bosnia and Herzegovina); iii) a draft agreement with the Regional Co-Operation Council²³ (for cooperation in the IPA region). The agreement is expected to be concluded in 2010. The ETF also completed its annual collaborative work programme with Cedefop and concluded a new agreement to cover consultation and collaboration in the period 2010-13. A summary report on ETF-Cedefop collaboration in 2009 can be found in annex.

The ETF has become an active member of an interagency group lead by UNESCO involving the OECD, ILO, World Bank and Asian Development Bank. The ETF participation in this group is an indication of the recognition that the organisation now receives as an international reference point in human capital development. The group works on comparative analyses of approaches and methodologies for the benefit of partner countries.

²³ The Regional Cooperation Council (RCC) was officially launched in 2008 as the successor to the Stability Pact for South Eastern Europe. It promotes mutual cooperation and European and Euro-Atlantic integration in South Eastern Europe. See: <http://www.rcc.int>

2. Management supervision

During the year there were two major changes in the ETF's management composition: the appointments of a new Director and Head of Administration. The positions became vacant following the resignations of the previous incumbents.

In 2009, the ETF continued to refine internal processes to ensure adequate management information and supervision covering both operational performance and regulation compliance of all ETF activities. In particular, throughout 2009, the main reporting tools were:

- Weekly Management meetings: regular meetings are organised in line with an annual business plan. The outcomes of management meetings are recorded and followed-up;
- Weekly reports on ETF budget implementation;
- Quarterly reporting on:
 - The status of implementation of the annual Work Programme;
 - The financial and procurement status; and
 - The status of action plans to respond to internal, institutional and external audits and risk assessments.

3. Management of resources

Human resources management

When the European Parliament did not approve the proposal for a new ETF mandate in May 2008, the Budgetary Authority requested that 17 Temporary Agent posts be put in reserve in 2009. This reserve was lifted when the new mandate was approved in December 2008 and as a result the ETF started 2009 with 10 vacant Temporary Agent posts on its establishment plan.

In 2009, the ETF launched a significant recruitment effort, with the publication of many selection procedures. Six new staff members joined the agency in 2009 and four will join in early 2010. Six staff members left the ETF in 2009, with the result that 10 posts were vacant at the end of the year. The ETF also published posts for Seconded National Experts, one of which was filled in 2009, with two others joining in 2010.

Financial management

The ETF made considerable efforts in 2009 to improve the efficiency of its budget implementation through better planning and monitoring of work programme activities and financial execution. In 2009, the ETF's commitment rate was close to 100% (99.82%), its payment rate was over 80% (82.5%), the carry forward to 2010 was below 20% (17.5%) and the consumption of the carry forward from 2008 was 84%, all showing a considerable improvement on 2008. Following the strict management of payments and cash flow, the ETF's budget outturn for 2009 resulted in a small short-fall (-€0.07m) as opposed to the high surpluses of previous years. With regard to 2009 financial management, the agency did not return any funds to the Commission.

In the course of 2009, the ETF was able to transfer nearly €1 million from the administrative budget (titles 1 and 2) to the operational budget (title 3), meaning a 20% increase in the financial resources for operations.

4. Internal control system

Standards for internal control

In March 2009, the ETF Governing Board adopted the revised 16 internal control standards in line with the European Commission framework.

The ETF's management conducted the annual self-assessment exercise on the internal control system based on:

- Management knowledge gained from daily operations and management supervision activities ;
- A desk review of organisational achievements with regard to compliance with the benchmark requirements of the internal control standards;
- Indicators of effectiveness of internal control systems tailored to the ETF;
- A desk review of the latest status of recommendations made by the Internal Audit Service, the European Court of Auditors and other external outsourced ex-post audit and control activities.

Based on the above, the overall result shows a positive assessment of the compliance status and the adequacy of the internal control system. As part of its annual programme the ETF conducts an ongoing review of its internal control system to ensure its continuous improvement and usefulness, efficiency and adaptability to the needs of the organisation.

Risk Management

An integrated quality and risk management approach was taken to improving actions in ETF internal control systems. In line with the two-year risk management action plan 2008-10, an annual updating and review of the current ETF risk register was carried out. Regular progress reports supported the monitoring of planned actions which have been fully or partially implemented and which focused on the following identified risk areas: vision, efficiency and proportionality, planning and reporting, knowledge management. The completion of the action plan will be the basis for a new risk self assessment exercise in 2010.

Internal Controls

The ETF internal control system is structured around the following six building blocks:

Building block	2009 achievement status	Planned further development
1: Mission and values	Corporate planning documents (WP 2010 and MTP 2010-13) reflect ETF mission statement in line with ETF new mandate Individual staff objectives reflect ethical and organisational values.	Increased internal and external communication, including print and on line communication on the ETF's mandate and mission, audio-visual presentations, a new ETF brand model, events at local and international level and promotional material
2: Human resources	Thorough review of ETF recruitment procedures ensuring full documentation and transparency in selection processes. Improved staff development policy including personal development plan and learning and development catalogue Reviewed performance appraisal system (Annual Dialogue) reinforcing the importance of open and timely communication.	Reviewing the reclassification/ promotion process in line with EC policy and practices
3. Planning and risk management	Planning documents apply a cascading principle; include main activity indicators and a revised Activity Based Budget concept which is under development	Fine-tuning of indicators at different levels of the planning process to better align with ETF mid term perspective

4. Operations and control activities	<p>Efficiency and simplification gained at the level of the ex-ante verification of financial transactions with the introduction of differentiated payment circuits proportionate to risks.</p> <p>All Delegated Authorising Officers signed an end of year assurance declaration. Established policy on materiality criteria to establish reservations in the annual assurance declaration of the Director.</p> <p>50% of planned mapped procedures reviewed or validated</p>	<p>Definition of an internal transactional ex post control strategy to ensure proportionality between ex-ante and ex-post controls.</p> <p>Clarification of internal roles and responsibility for document management</p>
5: Information and financial reporting	<p>Ongoing rationalisation of financial reporting to ensure targeted management information aggregated at different levels</p> <p>ETF anticipated the "server and desktop virtualisation" project.</p>	<p>The expected introduction of the new central financial and accounting system (ABAC) has been postponed to 2010. This will enable the ETF to obtain a best fit solution from DG BUDG linking ABAC to existing ETF local systems.</p>
6: Evaluation and audit	<p>Deployment and follow-up of an annual evaluation programme of ETF projects and activities and of ex post audits</p>	

Data protection

In 2009, the main data protection activities focused both on further ensuring the ETF's compliance with Regulation (EC) 45/2001 on data protection and on increasing knowledge on data protection among ETF staff with special attention to the dissemination of information related to the protection of personal data.

Recent developments in the regulatory framework

A new ETF financial regulation entered into force in January 2009. The new rules, deriving from the revised framework financial regulation, provide for the simplification and flexibility of some procedures, and for a good legal basis in terms of identification of efficiency gains and proportionality in risk management.

5. Results from independent evaluations and audits during the reporting year

Evaluations and audits of the ETF are undertaken each year those initiated by the ETF itself and by audits by carried out European institutional bodies.

Audits and evaluations initiated by ETF

ETF ex-post evaluation programme

The Meda Observatory Function Evaluation and Inventory Report 2003-08 started in 2008 to assess the relevance and sustainability of the Meda Observatory Function project in Jordan and Morocco. It also looked at the added value of co-funding for the ETF and the Italian Trust Fund. It was completed in 2009. The 2008 evaluation of ETF activities in Egypt was followed up and most of the action points based on the recommendations of the evaluation were addressed by the ETF during the year.

A new evaluation on the Entrepreneurial Learning Project was launched and almost finalised. Croatia and Tunisia were selected as case study countries. The final report is expected to be finalised by the end of the first quarter of 2010 and published on the ETF website. Specifications for an evaluation of ETF publications was prepared and implemented during

the first quarter of 2010. This is a new approach focusing on the quality and relevance of all ETF expertise publications.

An on-line feedback survey addressed to the Commission (in Brussels and in the EU Delegations) on the quality and usefulness of ETF services was administered in March. The results were similar to previous surveys in 2008: about 60% judged ETF services very useful and very good quality.

ETF results oriented monitoring

The results oriented monitoring (ROM) exercise performed by an external monitoring expert assessed the monitorability of five projects. The exercise was a desk-based effort to investigate how to improve the monitorability of ETF projects. Internal workshops were organised to enhance the use and formulation of log frame matrices. ETF staff were also supported in November and December in the preparation of log frames and other planning documents for 2010. The efforts to continuously improve ETF planning of operational projects will be taken forward in 2010.

Ex Post Audits programme by a contracted audit company

The ETF's ex post audits are carried out through a framework contract with external audit companies²⁴. The 2009 external ex post audit programme focused on:

- Title I expenditures and payment circuits related to the travel agency managing ETF staff missions;
- Title III expenditures on Neighbourhood and Development cooperation 2007-08 national qualification framework projects;
- Title V final expenditures audit on the MEDA- ETE project. The assignment started in November and will be finalised in April 2010; and
- A sample of ETF recruitment procedures 2008-09.

The ex post audit programme showed no significant weaknesses in ETF internal controls and the recommendations provided useful lessons for the organisation to improve its internal practices and procedures.

Audits by carried out European institutional bodies

European Court of Auditors

In November 2009, the ETF hosted the Court of Auditors as a first step for auditing the 2009 year-end accounts. Two preliminary observations were made: one on procurement related to the assessment of the economic and financial capacity of the economic operator and pre-financing, and one on the timing of payment of installation allowances. The ETF has acknowledged the recommendations and is in the process of taking appropriate actions.

Internal Audit Service

In February 2009, the Internal Audit Service (IAS) conducted an audit on the "Building Blocks of the Director's Declaration of Assurance". The audit was carried out in accordance with the adopted IAS annual work plan and methodological guidelines for 2009.

Based on the results of the audit and considering the objective and scope, the IAS reported that the internal control system in place within ETF provides reasonable assurance as regards the adequacy and effectiveness and disclosure of the tools and procedures that support the Director and, ultimately, enable him/her to issue the Declaration of Assurance. An exception to this is a recommendation concerning the need for a clearly documented policy on

²⁴ In 2009, the companies contracted by the ETF were: Lubbock Fine (CON/09/ETF/019), LittleJohn (CON/06/ETF/0020) , and Mazars & Guérard (CON/06/ETF/0021)

materiality criteria to establish reservations in the Annual Activity Report. This recommendation as well as the others related to the Annual Activity Report process, and in particular a system of cascading assurance declarations and a description of the internal control system and risk management process, has already been addressed. A follow-up audit by IAS is planned for the second part of 2010.

Moreover, in June 2009, the IAS conducted a follow-up audit on earlier audits of "Human resources management" and "Implementation of internal control Standards" at the ETF.

Based on the results of the audit, the IAS assessed that all recommendations resulting from the above mentioned audits, have been adequately implemented, apart from two recommendations where action is still in progress. These recommendations, ranked as important, referred to reporting on the actual use of human resources versus planning and a consistent approach in the objective setting process to align individual objectives with organisational/unit/ departmental objectives. These recommendations are currently being implemented.

It is a well established procedure that recommendations resulting from the above mentioned internal, institutional and external audits and assessments feed into the ETF improvement action plan implemented under the responsibility of the Internal Control Co-ordinator. This internal procedure aims at ensuring that identified weaknesses in the ETF management and control systems are systematically and efficiently managed and all resulting improvement actions are monitored. This is an integral element in the ETF's internal control system.

2009 Register of Exceptions

In 2009, the number of exceptions decreased by 50% (from 24 in 2008 to 12 in 2009, returning to a similar number reported in 2007 (11)). Only one exception exceeded the total value of €50,000 (EXC/2009/013 for a value of € 240,000 or 1.14% of the ETF's 2009 budget). This is a provision to cover the potential expenses of pending legal cases.

The overall value of transactions affected by the exception procedure in 2009 amounted to €322,476.43 (€ 201,533 in 2008 and €223,661 in 2007) representing 1.53 % of the total budget (the corporate indicator target is 1%).

The following exceptions are reported as part of the ETF's internal control system. In 2009, the overall value of transactions affected by the exception procedure remains below the limit of the reservations to be reported in Part D (the materiality threshold is 2% of the ETF's overall budget).

According to the ETF's procedure for registering exceptions, all instances where overriding controls are overridden or there is a deviation from established policies and procedures, the "exception" must be documented, justified and approved at an appropriate level before any action is taken. The ETF Director and Management Team therefore register any significant deviation to the regulations, and report them to the Governing Board and discharge authorities in accordance with the principle of transparency. Deviations are registered as follows:

1. **Significant financial risk:** All instances of overriding controls or deviations to regulations that have a direct financial impact above €1,000.
 - In 2009, nine exceptions were considered deviations to the Financial Regulations and implementing rules. In detail, they relate mainly to contract management (eight exceptions on the extension to the duration of a contract or direct agreements) and commitments *a posteriori* (three exceptions).
2. **Significant reputation risk:** All deviations to regulations that have an impact on the ETF's reputation or staff perception, in particular concerning deviations from Data Protection Regulations and Staff Regulations and implementing rules and policies.
 - In 2009, one exception was registered in this category as a deviation to the Staff Regulations and implementing rules. It related to the extension of the validity of a reserve list for recruitment.
3. **System weakness:** Repeated deviations of a lower value due to a control system weakness. This category includes deviations to the Staff Regulations and implementing rules, the Data Protection Regulation, and the Financial Regulation and implementing rules.

- In 2009, repeated deviations concern contract management (extension of duration). They are mentioned in the section above on “significant financial risk”.

Exceptions in 2009

Exceptions per department / unit	Date				
Dept/unit	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
AD	0	0	0	0	0
AD-QPAS	0	0	0	0	0
AD-ITM	0	0	0	2	2
AD-FINCOP	0	0	0	1	1
AD-LA	0	0	0	0	0
AD-HR	2	0	0	2	4
ECU	1	0	1	3	5
OPS	0	0	0	0	0
PMU	0	0	0	0	0
Grand Total	3	0	1	8	12

Exceptions per materiality criterion	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Significant or repeated deviation	1	0	0	2	3
Financial risk 1,000-10,000	1	0	1	3	5
Financial risk 10,000-50,000	1	0	0	1	2
Financial risk >= 50,000	0	0	0	1	1
Staff Regulation	0	0	0	1	1
Grand Total	3	0	1	8	12

Count of Exception type (deviation to)	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Financial Regulation	2	0	1	6	9
Staff Regulation	0	0	0	1	1
Data Protection Regulation	0	0	0	0	0
Others	1	0	0	1	2
Grand Total	3	0	1	8	12

PART D: RESERVATIONS

Materiality criteria for establishing reservation²⁵

The concept of materiality provides ETF Authorising Officer (and the Delegated Authorising Officers) with a basis for determining significant deficiencies that should be subject to a formal reservation to his/her declaration(s).

Deficiencies leading to reservations should fall within the scope of the declaration of assurance: they should relate to the reasonable assurance concerning the use of resources, sound financial management or legality and regularity of underlying transactions. Their significance is judged on the basis of their nature, context, scope, duration, existence of compensatory measures, remedial actions, etc.

Moreover, in order to make a judgement on the significance of a deficiency, it is essential to quantify the potential financial impact in monetary terms.

The ETF standard quantitative materiality threshold is 2% of its overall budget.

Reservations

The ETF has no reservation to report for the year 2009.

²⁵ ETF/09/DEC/018: Director Decision for an "ETF Policy on materiality criteria to establish reservations in AAR"

PART E: DECLARATION OF THE DIRECTOR

- I, the undersigned, Madlen SERBAN, Director of the European Training Foundation in my capacity as Authorising Officer,
- Declare that the information contained in this Annual Activity Report 2009 gives a true and fair view²⁶,
- State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.
- This reasonable assurance is based on my own judgement and on the information at my disposal as reported in this report, among others:
- the end of year declaration of assurance issued by Delegated Authorising Officers based on the knowledge gained from daily operation and management supervision activities;
- the annual management review of internal control system;
- the progress of risk management activities;
- the results and follow-up of ex-post audits and controls;
- the results of ex post evaluations and the monitoring activities of ETF activities;
- the recommendations of the Internal Audit Service, the accompanying action plans and their follow-up ; and
- the lessons learnt from the reports of the Court of Auditors for the years prior to the year of this declaration.
- I confirm that I am not aware of anything not reported here which could harm the interests of the institution.

Place.....*Turow*.....

date.....*14/06/2010*.....

..........(signature)

²⁶ True and fair in this context means a reliable, complete and correct view on the state of affairs in the institution.

PART F : ANNEXES

Corporate performance indicators 2009

Corporate performance indicators were attained in most cases. Missed targets were recorded in relation to jointly financed projects (5 achieved v 10); planned days lost through illness or accident; (4.6 of days per staff lost v 2 days per staff targeted), and expert presentations (40 achieved v 45 planned). Material exceptions were slightly higher than planned for – 1.14% of the budget v 1% (€240,000). 75% of exceptions were incurred in the final quarter.

Indicator	Measuring that....	Achievement (Target or year n-1 score)
CORE BUSINESS		
1. Programming cycle outputs	ETF capacity to support the delivery of Community assistance (Function 1 founding Regulation)	30 (25)
2. Capacity building outputs	ETF capacity to support partner countries (F2 Recast Regulation)	67 (91)
3. Policy Analyses outputs	ETF provides policy advice to the PCs (F3 Recast Regulation)	23 (10)
4. Dissemination and networking outputs	ETF encourages networking and exchange of experience	22 (20)
5. Number expertise requests by the EC	EC recognises ETF capacity to support the delivery of Community assistance	101 (2008:111)
6. Number of ETF specialist presentation in International E&T conferences	ETF expertise is known and requested	40 (2008:45)
7. Number of ETF publications	ETF expertise	50 (2008:51)
8. Number of jointly financed projects on going	ETF capacity to cooperate with other donors	5 (10)
FINANCIAL RESOURCES		
9. Overall budget commitment	ETF manages its budget soundly	99.8 %(> 98%)
10. Overall budget execution (paid/committed)	ETF manages its budget soundly	82.4 (> 80%)
11. Overall carry forward to next year	ETF manages its budget soundly	17.5 %(< 20%)
12.. Consumption of budget carried forward	ETF manages its budget soundly	83.6% (98%)
13. Material value of registered exceptions	ETF manages material risk	1.14% (<1% overall budget)
14. % of payment made within contractual delay	ETF is in line with EC standards	84% (80%)
HUMAN RESOURCES		
15. Job vacancies filling rate (posts available/posts filled)	ETF is an effective recruiter	90 % (95%)
16. TA turnover rate (staff left/average actual staff)	ETF has a healthy turn-over of staff	3.2% (8-15%)
17. average number of training days per staff	ETF support staff development	5.3 days(2008:6.14)

2009 requests by requestor

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
09/01/2009	16/01/2009	DG ELARG	Potential Candidate Countries	Serbia	Formulation	Comments on Serb proposal for national entrepreneurial learning programme and its interface with the SEECEL Programme
12/01/2009	13/01/2009	EU Delegation	Potential Candidate Countries	Bosnia and Herzegovina	Formulation	Comments on the terms of reference IPA programme
15/01/2009	15/01/2009	EU Delegation	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	Comments terms of reference development of VET quality assurance, accreditation of NQA and the NQF
20/01/2009	26/01/2009	DG EMPL	Potential Candidate Countries	Bosnia and Herzegovina	Policy Advice	"Law on salaries in BiH institutions" - rights for young mother in case of newborn babies
23/01/2009	05/02/2009	DG ENTR	Potential Candidate Countries	Albania	Dissemination	Draft text for Albania: Human Capital
27/01/2009	02/02/2009	DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	ETF-EMPL-ELARG meeting. Brussels, 27 January 2009
27/01/2009	07/02/2009	DG ELARG	Candidate Countries; Potential Candidate Countries	Albania; Bosnia and Herzegovina; Croatia; Kosovo UNSCR 1244; Macedonia FYR; Montenegro; Serbia; Turkey	Programming	Inputs to the IPA 2009 Regional Programming under the Civil Society Coordination & Dialogue instrument
27/01/2009	03/02/2009	EU Delegation, DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Monitoring	Update on the recent developments on minority groups education

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
29/01/2009	13/03/2009	DG ENTR	Mediterranean	Jordan	Implementation	Advise to JOHUD "The Jordanian Hashemite Fund for Human Development" for JOR and the "Palestinian Youth Union for Occupied Palestinian Territories. Presentation on what has been done by ETF (transfer process) in the framework of MEDA-ETE project. Full contact details for each organisation forwarded to DG ENTR.
29/01/2009	25/02/2009	DG ENTR	Mediterranean	Morocco	Dissemination	Preparation of a joint presentation
29/01/2009	26/02/2009	EU Delegation	Potential Candidate Countries	Montenegro	Implementation	Terms of reference 2008 IPA
29/01/2009	31/03/2009	EU Delegation	Candidate Countries	Turkey	Evaluation	Comment on SVET impact assessment (EU Project)
05/02/2009	13/02/2009	EU Delegation, DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Programming	ETF comments on the MILES framework (iii) Labour market policies, institutions, and regulations, (iv) Education, skills, and training; The World Bank, EC, DFID multi-donor operation, Sustainable Employment Development Policy Programme (SEDPP), against an agreed set of policy milestones organized into five policy areas, following the MILES framework: (i) Macroeconomic environment, (ii) Investment climate, (iii) Labor market policies, institutions, and regulations, (iv) Education, skills, and training, and (v) Social protection policies. IBRD (and/or) IDA programme document

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
12/02/2009	20/02/2009	EU Delegation	Potential Candidate Countries	Albania	Formulation	Planning for the support ETF to provide to MoES for preparation and finalization of the terms of reference
12/02/2009	10/03/2009	EU Delegation	Caucasus	Armenia	Identification; Formulation	Input to action fiche and conditionalities for SPSP 2009
13/02/2009	13/02/2009	EU Delegation	Potential Candidate Countries	Montenegro	Content Review	How to respond to Letter from National Council for EU Integration on VET
02/03/2009	31/03/2009	EU Delegation	Candidate Countries	Turkey	Identification	Comments on new higher education project proposal of YOK
09/03/2009	15/06/2009	EU Delegation	Potential Candidate Countries	Serbia	Other	Serbia: Terms of reference for IPA 2008 funded EU Project "Education for All"
12/03/2009	14/05/2009	AIDCO	Caucasus	Armenia	Formulation	Input to TAPS for SPSP 2009
18/03/2009	18/03/2009	DG EAC	Candidate Countries	Croatia	Content Review	Draft text for 5 th cluster nomination
24/03/2009	04/05/2009	DG ELARG	Potential Candidate Countries	Albania	Implementation	Request related to donor activities in VET in Albania.
08/04/2009	06/04/2009	EU Delegation	Potential Candidate Countries	Bosnia and Herzegovina	Formulation	Comment on final terms of reference for entrepreneurship – IPA 2007
11/04/2009	17/04/2009	DG EMPL	Mediterranean	Algeria	Programming	Advice for the annual AidCo programming in the employment field.
17/04/2009	17/04/2009	DG ELARG	Candidate Countries	Croatia	Content Review	ETF response to DG ENLARG request on the Small Business Act, primary vs secondary education, issue on increased skills for entrepreneurs, coordinating SEECEL activities with wider IPA supported activities

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
24/04/2009	30/06/2009	DG ELARG	Potential Candidate Countries	Bosnia and Herzegovina	Identification	Comments on BiH Draft Project fiches for the IPA National Programme 2009 part II
28/04/2009	14/05/2009	DG EMPL	Mediterranean	Tunisia	Programming	Advice for the annual AidCo programming in the employment field.
30/04/2009	11/05/2009	DG EAC	Mediterranean	Israel	Policy Advice	Information and background documents for EU-Israel Senior Officials meeting organisation to set up a WP for conducting sectoral policy: 1) the Israeli VET system organisation 2) existing bilateral cooperation projects with EU Member States
04/05/2009	30/06/2009	DG EMPL	Mediterranean	Tunisia	Programming	ETF contribution in programming through 'notes de syntheses'
04/05/2009	13/05/2009	EU Delegation	Potential Candidate Countries	Kosovo UNSCR 1244	Policy Advice	Comments on the first EC contribution to the Progress Report 2009. Employment and Social Policy and Education/Research) as a reference.
05/05/2009	06/05/2009	DG ELARG	Candidate Countries; Potential Candidate Countries	Kosovo UNSCR 1244	Programming	Draft conclusions and list of documents STM Innovation 22/4
05/05/2009	28/05/2009	DG ENTR	Potential Candidate Countries; Candidate Countries	Albania; Bosnia and Herzegovina; Croatia; Kosovo UNSCR 1244; former Yugoslav Republic of Macedonia; Montenegro; Serbia; Turkey	Content Review	Briefing note on Entrepreneurship Education – the European Union Dimension
08/05/2009	17/06/2009	EU Delegation	Candidate Countries	Turkey	Evaluation	Contribution to Turkey progress report 2009
12/05/2009	15/05/2009	EU Delegation	Potential Candidate Countries	Bosnia and Herzegovina	Identification	NP 2009 part II – Labour and education project fiche

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
21/05/2009	01/06/2010	EU Delegation, DG ELARG	Potential Candidate Countries	Bosnia and Herzegovina	Programming	Programming 2010
25/05/2009	30/04/2009	EU Delegation	Mediterranean	Jordan	Policy Advice	Terms of reference for the review of the three main HRD strategies
01/06/2009	08/07/2009	EU Delegation	Caucasus	Georgia	Formulation	Terms of reference for Technical Assistance
08/06/2009	11/05/2009	DG EAC, EU Delegation, DG ELARG, DG EMPL	Potential Candidate Countries	Kosovo UNSCR 1244	Policy Advice	Draft Operational Conclusions STM Sectoral Meeting on Innovation 22 April 2009, Pristina. Labour and Social Welfare
08/06/2009	10/06/2009	DG EAC, EU Delegation, DG ELARG, DG EMPL	Potential Candidate Countries	Kosovo UNSCR 1244	Policy Advice	PR 09, Education and Research
08/06/2009	30/11/2009	DG EMPL	Potential Candidate Countries	Kosovo UNSCR 1244	Formulation	Update on the ETF work to support capacity building for the employment institutions/ employment regional offices
09/06/2009	30/06/2009	EU Delegation	Caucasus	Armenia	Formulation	Terms of reference for experts in the field of civil construction and sup
10/06/2009	10/06/2009	DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Policy Advice	Comments on the White Paper and endorsement of the DG ENL and DG EMPL of the ETF's comments
22/06/2009	17/06/2009	EU Delegation, DG ELARG, DG EMPL	Potential Candidate Countries	Kosovo UNSCR 1244	Other	ETF support for the Rolled out Capacity Building Plan for MLSW and PES
30/06/2009	26/02/2010	EU Delegation	Eastern Europe	Ukraine	Identification; Monitoring	Twinning project concept for UKR Ministry of Education
03/07/2009	30/04/2010	DG EMPL	Potential Candidate Countries	Montenegro	Programming	Analytical report to DG EMPL A4 as an input to programming of IPA component IV

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
03/07/2009	30/06/2011	DG EMPL	Potential Candidate Countries	Montenegro	Programming	Analytical reports for input for the revision of IPA component IV operational programmes
03/07/2009	30/06/2011	DG EMPL	Candidate Countries	Former Yugoslav Republic of Macedonia	Implementation	Analytical reports for input for the revision of IPA component IV operational programmes
03/07/2009	30/06/2011	DG EMPL	Candidate Countries	Turkey	Implementation	Analytical reports for input for the revision of IPA component IV operational programmes
08/07/2009	30/07/2009	DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	Comment note: Kosovo (under UNSCR 1244) Employment Strategy 2009
09/07/2009	28/07/2009	EU Delegation, DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	Comment note: Sustainable Employment Development Policy Programme
15/07/2009	17/06/2009	EU Delegation, DG ELARG, DG EMPL	Potential Candidate Countries	Kosovo UNSCR 1244	Programming	ETF support for the rolled out capacity building plan MLSW and PES
16/07/2009	21/08/2009	EU Delegation	Potential Candidate Countries	Bosnia and Herzegovina	Implementation	Terms of reference for VET IV project under IPA 2008
05/08/2009	31/08/2010	EU Delegation	Mediterranean	Egypt	Policy Advice	Regular assessment on the progress of vocational education and training reform programme
07/08/2009	12/08/2009	DG ELARG	Candidate Countries	Croatia	Content Review	Comments on the OECD Competitiveness Proposal
10/08/2009	18/09/2009	EU Delegation	Caucasus	Georgia	Formulation	Review of the VET Policy Matrix
17/08/2009	27/08/2009	EU Delegation	Mediterranean	Lebanon	Monitoring	Comments on Interim report about Agro food project
21/08/2009	21/08/2009	EU Delegation, DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	Support on the final information to be incorporated to the EC 2009 Kosovo (under UNSCR 1244) Progress Report

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
25/08/2009	11/09/2009	EU Delegation	Caucasus	Georgia	Formulation	Input to TAPs
25/08/2009	25/08/2009	EU Delegation	Potential Candidate Countries	Kosovo UNSCR 1244	Other	information on some data on schools, teachers in Kosovo (under UNSCR 1244)
01/09/2009	01/09/2009	TAIEX	Caucasus	Georgia	Other	Input to formulating opinion on the proposal for a Study Visit on Quality Assurance and Financing in VET requested by Georgia
04/09/2009	04/09/2009	DG ELARG	Potential Candidate Countries	Kosovo UNSCR 1244	Content Review	Comments on the Kosovo (under UNSCR 1244) draft Employment Strategy
07/09/2009	29/09/2009	AIDCO	Mediterranean	Algeria; Egypt; Israel; Jordan; Lebanon; Morocco; Syria; Tunisia; Occupied Palestinian Territory	Other	Presentation on "Qualifications Recognition" within the framework "Migrazione per lavoro e migranti altamente qualificati" .
07/09/2009	07/10/2009	DG EAC			Dissemination	Present ETF work in the field of Teacher training
11/09/2009	15/09/2009	DG ENTR	Candidate Countries	Croatia	Content Review	Inputs into SBA Financing Proposal
15/09/2009	15/09/2009	DG ENTR	Candidate Countries; Potential Candidate Countries	Albania; Croatia; Kosovo UNSCR 1244; former Yugoslav Republic of Macedonia; Montenegro	Content Review	Finalising the progress reports on Ch 20. Check of elements on entrepreneurship.
23/09/2009	23/09/2009	DG ELARG	Candidate Countries	Croatia	Content Review	Small Business Act – Progress report Chapter 20: Information on Croatia's enterprise skills developments
22/10/2009	25/09/2009	EU Delegation	Mediterranean	Jordan	Formulation	Comments on Financial Agreement and TAPs
29/10/2009	03/11/2009	DG EMPL	Mediterranean	Egypt	Other	Briefing: Update on TVET developments during 2008

Request Date	Expected End Date	Requestor	Region	Target Country	Category	Product Delivered
29/10/2009	04/11/2009	DG RELEX	Mediterranean	Egypt	Other	Briefing for Subcommittee with Egypt on Research, Education, Innovation and Culture (RIEC); Cairo, 10 November 2009
02/11/2009	04/11/2009	EU Delegation	Mediterranean	Jordan	Formulation; Implementation	Terms of Reference for Technical Assistance for the Centre for Accreditation and Quality Assurance
17/11/2009	31/12/2009	EU Delegation	Caucasus	Georgia	Formulation	Design of TA package to accompany SPSP VET in Georgia
16/12/2009	30/04/2010	EU Delegation	Mediterranean	Occupied Palestinian Territory	Identification	Participation and input into programme identification (including mission)
16/12/2009	31/07/2010	EU Delegation	Mediterranean	Occupied Palestinian Territory	Formulation	Participation and input in the formulation programming phase (including mission)

Financial and operating reports

Draft annual accounts

a.	Economic outturn account - <i>Table 1</i>	31/12/2009	31/12/2008
	Operating revenue	19,438,999.36	20,535,829.15
	Administrative and operational expenses	-20,049,545.99	-20,464,513.54
	Non operational activities	-734.13	-314.00
	Outturn for the year	-611,280.76	71,001.61
<hr/>			
b.	Balance sheet - <i>Table 3</i>	31/12/2009	31/12/2008
	Intangible fixed assets	2,560,347.31	2,754,601.39
	Tangible fixed assets	141,029.01	207,939.84
	Stocks	37,964.75	29,105.61
	Current assets - Short term pre-financing	1,130,769.99	987,793.91
	Current assets - Short term receivables	155,338.04	260,250.04
	Cash account	2,251,660.16	4,018,619.07
		6,309,613.93	8,258,309.86
	Capital	333,324.90	943,970.45
	Provisions for risks and liabilities	998,712.86	861,000.00
	Provisions for risks and charges	0.00	0.00
	Accounts payable	4,977,576.17	6,453,339.41
		6,309,613.93	8,258,309.86
<hr/>			
c.	Statement of cash flow - <i>Table 4</i>	31/12/2009	31/12/2008
	Cash at beginning of the year	4,018,619.07	12,806,111.61
	Increase in cash	-1,766,958.91	-8,786,222.12
	Cash at end of the year	2,251,660.16	4,018,619.07
<hr/>			
d.	Budget outturn - <i>Table 6</i>	31/12/2009	31/12/2008
	Revenues	19,119,303.34	19,186,628.48
	Expenditures	-21,032,104.87	-21,634,452.42
	Outturn for the year	-1,912,801.53	-2,447,823.94
	Adjustment for carry forward from previous years	1,627,950.94	3,230,609.92
	Appropriations carried forward and cancelled	213,061.56	399,018.75
	Exchange gains/losses	1,462.62	1,158.53
	Balance for the financial year	-70,326.41	1,182,963.26
	Balance carried over from previous year	1,182,963.26	5,313,210.89
	Amount reimbursed to the EC	-1,182,963.26	-5,313,210.89
	Total amount to be reimbursed to EC	0.00	1,182,963.26

2009 Budget Execution

Considering the previous years' achievements, 2009 saw a specific focus on budget execution, resulting in an unprecedented 99.82% commitment rate, sustained by a similarly high payment rate. More accurate forecasting and better control of payment needs translated into a reduced request for the last instalment of the subvention, which resulted in a small negative outturn of €0.07 million, in comparison with the ETF's return of €1.18 million in 2009.

		Final budget available 2009	Budget committed 2009	%	Budget paid 2009	%
Title I		13,131,884	13,119,926	99.9%	12,368,578	94.2%
Title II		1,447,596	1,444,009	99.8%	1,087,491	75.1%
Title III		5,292,520	5,271,570	99.6%	4,614,293	87.2%
ETF subvention		19,872,000	19,835,505	99.8%	18,070,362	90.9%
Title III		85,791	85,791	100%	85,721	99.9%
CDT funds		85,791	85,791	100%	85,721	99.9%
Title IV (ITF)	Current year	225,856	25,293	70.0%	351,795	41.1%
	Previous year	629,668	573,943			
Title V - (MEDA ETE)	Current year	0	0	82.8%	548,110	54.9%
	Previous year	998,283	826,850			
ETF earmarked funds		1,853,807	1,426,086	76.9%	899,905	48.6%
ETF budget		21,811,598	21,347,382	97.9%	19,055,988	87.4%

Budget expenditure in 2009

(a) Activity Based Budget 2009*

Activity	Staff	M€	% of Budget
Act 1. Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in the candidate and potential candidate countries	35.6	6.9	32.1
Act 2 Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human capital policy development and implementation	51.1	8.9	41.5
Act 3 Contributing to economic and development cooperation in human capital development in Central Asia	11.2	1.9	9.1
Act 4 Supporting the European Commission and partner country policy development through innovation and learning	21.1	3.6	17.2
Total	123	21.35	100

* **Methodology** - For each activity direct costs have been assigned (project costs according to SI2 - Titles 1, 2, 3, 4 and 5, mission costs according to SIC, salary costs according to time recording), including overheads.

(b) Allocation of resources by pillar: actual v planned*

		Planned	
	Staff	ABB Allocation	
P1. Support to education and training reform	69	€13.29m	67%
Act 1. Contributing to the enlargement process by supporting the modernisation and reform of education, labour market and training systems in the candidate and potential candidate countries	22.8	€4.35m	22%
Act 2 Contributing to prosperity and development in the European Neighbourhood through cooperation and partnership in human capital policy development and implementation	23.2	€4.43m	22%
Act 3 Contributing to economic and development cooperation in human capital development in Central Asia	7.6	€1.61m	8%
Act 4 Supporting the European Commission and partner country policy development through innovation and learning	15.4	€2.90m	15%
P2. Corporate communication	10	€1.32m	7%
P3. Organisation learning: strengthening knowledge and systems	49	€5.26m	26%
Total:	128	€19.87m	

	Actual			
Staff	Subvention	Other revenue	Total ETF	
64	€11.76m	€1.43m	€13.19m	59%
21.9	€4.02m	€0.22m	€4.24m	20%
23.2	€4.27m	€1.21m	€5.48m	21%
6.5	€1.20m	€0.00m	€1.20m	6%
12.4	€2.27m	€0.00m	€2.27m	11%
10	€2.83m	€0.08m	€2.91m	15%
49	€5.24m	€0.00m	€5.24m	26%
123	€19.84m	€1.51m	€21.35m	

***Methodology** - For each pillar/activity staff and funds (including direct costs, project costs according to financial management information, mission costs, salary costs (based on the time recording system)). Indirect costs including infrastructure, procurement, financial and HR management have been assigned according to a specific resource distribution.

Allocation of resources by partner country by ABB*

	Country	Subvention	%	Other Revenue	Total	%
Development cooperation	Kazakhstan	€0.64m	3%	€0.00m	€0.64m	3%
	Kyrgyzstan	€0.65m	3%	€0.00m	€0.65m	3%
	Uzbekistan	€0.50m	2%	€0.00m	€0.50m	2%
	Tajikistan	€0.70m	3%	€0.00m	€0.70m	3%
	Turkmenistan	€0.50m	3%	€0.00m	€0.50m	2%
Total		€2.98m	15%	€0.00m	€2.99m	14%
Enlargement	Albania	€0.86m	4%	€0.02m	€0.88m	4%
	Bosnia and Herzegovina	€0.77m	4%	€0.02m	€0.79m	4%
	Croatia	€0.84m	4%	€0.02m	€0.86m	4%
	Kosovo under UNSCR 1244	€0.77m	4%	€0.01m	€0.78m	4%
	Montenegro	€0.76m	4%	€0.02m	€0.78m	4%
	Former Yugoslav Republic of Macedonia	€0.80m	4%	€0.03m	€0.82m	4%
	Serbia	€0.85m	4%	€0.02m	€0.88m	4%
	Turkey	€0.93m	5%	€0.03m	€0.97m	5%
	Total		€6.55m	33%	€0.20m	€6.76m
Neighbourhood South	Algeria	€0.53m	3%	€0.10m	€0.63m	3%
	Egypt	€1.16m	6%	€0.29m	€1.45m	7%
	Israel	€0.49m	2%	€0.10m	€0.59m	3%
	Jordan	€0.84m	4%	€0.17m	€1.01m	5%
	Lebanon	€0.58m	3%	€0.10m	€0.68m	3%
	Morocco	€0.70m	3%	€0.11m	€0.80m	4%
	Occupied Palestinian Territory	€0.52m	3%	€0.10m	€0.62m	3%
	Syria	€0.65m	3%	€0.10m	€0.75m	4%
	Tunisia	€0.76m	4%	€0.16m	€0.92m	4%
Total		€6.22m	31%	€1.25m	€7.47m	35%
Neighbourhood East	Armenia	€0.63m	3%	€0.00m	€0.64m	3%
	Azerbaijan	€0.52m	3%	€0.00m	€0.53m	2%
	Belarus	€0.54m	3%	€0.00m	€0.54m	3%
	Georgia	€0.57m	3%	€0.00m	€0.58m	3%
	Republic of Moldova	€0.68m	3%	€0.00m	€0.69m	3%
	Russia	€0.54m	3%	€0.00m	€0.55m	3%
	Ukraine	€0.62m	3%	€0.00m	€0.62m	3%
Total		€4.10m	21%	€0.03m	€4.14m	19%
Grand Total		€19.84m		€1.51m	€21.35m	

* **Methodology** - For each activity direct costs have been assigned (project costs according to SI2 - Titles 1, 2, 3, 4 and 5, mission costs according to SIC, salary costs according to time recording). The

remaining amounts, representing the indirect costs, have been distributed pro-rata according to the number of countries.

Contracts concluded through direct agreements (negotiated procedure) in 2009 above the value of €5,000*

Contract / Order Form	Contractor	Value of Contract (€)
CON/09/ETF/0031	Michael Gebel, Germany	€15,000
CON/09/ETF/0016	Central Bureau of Statistics, Syria	€30,000
CON/09/ETF/0050	Robert A. Schless & co. Inc. DbA	€8,000
OF 78993	Sagat spa (Turin airport)	€35,000
OF 79175	Euronews S.a	€35,107

* The contracts and orders concluded through direct agreements fell either under Article 126a of the implementing rules (no tenders were submitted in response to an initial restricted procedure) or under 126b of the implementing rules (exclusive rights).

2009 exceptions

Exceptions per materiality criterion	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Significant or repeated deviation	1	0	0	2	3
Financial risk 1,000-10,000	1	0	1	3	5
Financial risk 10,000-50,000	1	0	0	1	2
Financial risk >= 50,000	0	0	0	1	1
Staff Regulation	0	0	0	1	1
Grand Total	3	0	1	8	12

Exceptions per department / unit	Date				
	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
AD	0	0	0	0	0
AD-QPAS	0	0	0	0	0
AD-ITM	0	0	0	2	2
AD-FINCOP	0	0	0	1	1
AD-LA	0	0	0	0	0
AD-HR	2	0	0	2	4
ECU	1	0	1	3	5
OPS	0	0	0	0	0
PMU	0	0	0	0	0
Grand Total	3	0	1	8	12

Count of Exception type (deviation to)	Qtr1	Qtr2	Qtr3	Qtr4	Grand Total
Financial Regulation	2	0	1	6	9
Staff Regulation	0	0	0	1	1
Data Protection Regulation	0	0	0	0	0
Others	1	0	0	1	2
Grand Total	3	0	1	8	12

Staffing structure

(a) Temporary Agents

Category and grade	Establishment plan 2009		Posts actually filled at 31.12.2009	
	perm	temp	perm	temp
AD 16				0
AD 15				0
AD 14		1		1
AD 13		3		0
AD 12		8		6
AD 11		10		11
AD 10		5		3
AD 9		13		10
AD 8		11		6
AD 7		8		12
AD 6		0		1
AD 5		0		0
Total AD		59	0	50
AST 11				0
AST 10		3		0
AST 9		8		5
AST 8		4		3
AST 7		7		7
AST 6		10		7
AST 5		4		3
AST 4		1		3
AST 3				3
AST 2				5
AST 1				0
Total AST		37	0	36
Total		96	0	86

(b) Contract Agents

	Posts actually filled at 31.12.2009
FG IV	3
FG III	18
FG II	12
FG I	
TOTAL	33

(c) Nationality

TA and CA	Associated levels			
	AD	AST	Total	%
MAR	1		1	0.84%
A	3		3	2.52%
B	2	5	7	5.88%
BG	2		2	1.68%
CZ	1		1	0.84%
D	4	3	7	5.88%
DK	4		4	3.36%
E	3	1	4	3.36%
EE		2	2	1.68%
EL	1		1	0.84%
F	3	4	7	5.88%
FIN	1	1	2	1.68%
FYROM	1		1	0.84%
I	9	36	45	37.82%
IRL	1	2	3	2.52%
L		1	1	0.84%
LV		1	1	0.84%
NL	5	1	6	5.04%
P	1		1	0.84%
PL	1	1	2	1.68%
RO	1	3	4	3.36%
TUN	2		2	1.68%
TUR	1		1	0.84%
UK	6	5	11	9.24%
Grand Total	53	66	119	100.00%

(d) Gender balance

Function Group	F	M	Grand Total
AD associated level	29	24	53
AST associated level	51	15	66
Grand Total	82	41	119

(e) ETF staffing by function and role

Role	Administrative Department Core	Finance, Contract	Human Resources	Information Technology	Quality Control	Directorate	Planning, Monitoring and Evaluation	Communication	Operations	Total
Assistants	1	7.5	5	5	4	0.5	3	4	9	39
Professionals	4	2	2	3	1	1	1	4	13	31
Expert –Lead Specialists									2	2
Expert – Senior Specialists							1		16	17
Experts - Specialists									19	19
Co-ordinators/ Managers	1	1	1	2	1	1	1	2	5	15
Total	6	10.5	8	10	6	2.5	6	10	64	123

Aggregate table of ETF activities and outputs across all regions in 2009

Output number	Region	ETF functional area	Output
1	IPA	Policy analysis and review	Contributions to IPA progress reports for DG Enlargement
2			Feasibility study in Bosnia and Herzegovina on adult learning
3			Policy briefs for Kosovo (under UNSCR 1244) on employment and national qualifications framework
4			Policy briefs in Albania on entrepreneurial learning, quality assurance and post secondary VET
5			Country analysis of vocational education and training in Serbia
6			Country analysis of vocational education and training in the former Yugoslav Republic of Macedonia
7			Contribution to EC Charter on Small Business for DG Enterprise
8			Review of internships in Croatia
9			Analysis of teacher education curricula in Montenegro
10			Training needs analysis for skills for enterprise growth in Montenegro
11			Strategy paper for Vocational Education and Training Centres in the IPA region
12			Mutual learning: three regional stocktaking reports on Adult learning, Post Secondary Vocational Education and Training (PSVET) and Quality Assurance
13			Report on social inclusion and education in the IPA region
14	IPA	Capacity building	For Serbia – Series of policy workshops covering education policy studies, quality assurance, skills for tourism, and the establishment of New Council for VET and Adult Education together with a study visit to Slovenia and Croatia
15			For Croatia: three NQF/EQF workshops
16			For Turkey: four policy and training workshops related to vet modernisation, qualification frameworks
17			Workshop to finalise the Capacity Development Plan for the staff of the Ministry of Labour and employment services; workshop on <i>LEVEL V</i> (Post Secondary Vocational Education) and NQF
18			For Bosnia and Herzegovina - two policy workshops on adult learning
19			Workshop on teaching and learning policies and practice in Albania; workshop on PSVET policies and perspectives; workshop on employment policy
20			For the former Yugoslav Republic of Macedonia, three workshops on country analysis and evaluation
21			Five school development projects completed (Learn project)
22			One bench learning project (Learn project)
23			One peer learning project (Learn project)
24			One bench learning seminar (Learn project) Montenegro
25			Final project conference (Learn project)
26			For entrepreneurship learning: three partnership development workshops
27			For entrepreneurship learning: Piloting of indicators of entrepreneurship learning assessment in Albania, Kosovo (under UNSCR 1244), Bosnia and Herzegovina
28			Regional event jointly organised with and hosted by Croatia on inclusive education in contexts of social and cultural diversity
29			Regional event in Turin on teacher preparation for inclusive education

30			For social inclusion: National event on inclusive education Bosnia and Herzegovina
31			For mutual learning regional project: Kick off event
32			For mutual learning regional project: Peer learning event – adult learning
33			For mutual Learning regional project: quality assurance
34			Policy advice on careers guidance in Turkey
35	IPA	Support to EC programming	For Serbia: Terms of reference IPA 2008 – Education for All
36			For Serbia: Terms of reference IPA 2008 – quality assurance in secondary education
37			For Serbia: Terms of reference IPA 2008 – second chance adult education
38			For Turkey: Monitoring visit
39			Kosovo (under UNSCR 1244): EUD supported on sector wide approach project in education
40			Kosovo (under UNSCR 1244): IPA 2009 project fiche on education and employment
41			For Bosnia and Herzegovina– IPA project fiche for 2009 programme
42			Albania: IPA project fiche for VET reform project under IPA 2008
43			Albania: IPA terms of reference for VET reform project under IPA 2008
44			For Albania: workshop for Ministries of Education and Science - Labour and Social protection on adult learning
45			For Montenegro: Terms of reference for IPA 2008 support on Unemployment
46			For Montenegro: participation on evaluation committee
47			Entrepreneurial learning: Input to Commission on OECD project proposal for a Regional Competitiveness Index project
48	IPA	Dissemination and networking	For Serbia: Dissemination event on country analysis in vocational education and training
49			For Serbia: Dissemination event on NQF and the European Qualifications Framework
50			For Albania: Contribution to national conference on Education developments in the EU
51			LEARN Project: Partner country participation in Cedefop conference
52			Compendium on innovative schools
53			For social inclusion: partner country involvement in ROMA network
54			ETF involvement in DG EAC cluster activities
55			Mutual learning quality and quality assurance in VET community of practice seminar
56	ENPI	Policy analysis and review	In Egypt, methodological paper for the design of occupational profiles for the assessment of skills
57			Black Sea Employment Review
58			Review of educational developments in Belarus
59			Regional Employment Review for Union for Mediterranean
60			ENP South Social Partnership Study
61			ENP South Adult Learning Study
62	ENPI	Capacity building	Train the trainer seminar for Armenia to support social partnership on school boards
63			Pilot seminar in Armenia on social partnership on school boards
64			Pilot seminar in Armenia on social partnership on school boards

65			Stakeholder dialogue on progress with the implementation of assistance support, including participation of MOES in international study tour
66			In Syria training of local staff to carry out transition survey
67			In Georgia, workshop of quality management in VET – with proposals for immediate steps addressed to MOES
68			In Georgia, ad hoc advice to MOES on Sector Policy Support Programme
69			In Tunisia, support to VET department in the drafting of technical documents related to implementation of NQF
70			In Tunisia, completion of explanatory note on QF processes and working principles
71			In Belarus, workshop in Minsk
72			In Egypt, high level policy round table on career guidance
73			In Egypt, capacity building workshop on career guidance
74			In Egypt, high level policy round table on NQF
75			In Egypt, workshop on migration
76			In Jordan, study visit on social partnership
77			In Jordan, series of workshops on NQF
78			In Republic of Moldova, workshop on qualifications framework clearing house function
79			In Republic of Moldova workshop on recognition of prior learning
80			In Morocco, coaching of higher education, council staff on tracer studies between education and employment
81			In Morocco, support to the TVET department on setting up NQF
82			In Ukraine, seminar on national qualifications framework
83			In Ukraine, seminar on demand analysis
84			In Ukraine, support to entrepreneurial association on job profiles
85			In field of entrepreneurship learning study visit to Morocco on training needs analysis
86			In field of entrepreneurship learning, capacity building workshop in Lebanon
87			IN MEDA ETE project, capacity building events in area of e-learning
88			In area of NQF, a study visit on RPL for EECA countries in Netherlands
89			In area of NQF a follow up seminar for EECA countries in Russia
90			In area of Black Sea Employment Reviews, a national workshop in Georgia
91			In area of Black Sea Employment Reviews, a workshop in Belarus on Qualification Frameworks
92			Stakeholder dialogue in Georgia on progress of assistance programme for VET reform, including support on self assessment of VET Centre
93	ENPI	Support to programming	Project fiche in Armenia for Sector Policy Support Programme for vocational education and training
94			Project Fiche for Georgia for Sector Policy Support Programme for Vocational Education and Training
95			Terms of Reference in Georgia for Sector Policy Support Programme for vocational education and training
96			Terms of Reference for Armenia Sector Policy Support Programme - Matrix of conditionalities, Technical and administrative provisions
97			For Jordan support to the Sector Policy Support Programme formulation mission and review of documents and terms of reference
98			Content monitoring report for Egypt on progress in vocational education and training reform

99			Policy note for Ukraine in co-operation with World Bank on human capital development
100			Support to development of twinning project for Ministry of Education in Ukraine
101			In Georgia, support to mobility partnership development
102			In Republic of Moldova support to mobility partnership development
103	ENPI	Dissemination and Networking	Dissemination workshop in Tunisia
104			Experts meeting in Turin on Black Sea Labour Market Review Project
105			MEDA ETE Report – Regional co-operation in education and training
106			In Republic of Moldova, donor meetings
107			In Republic of Moldova, donor meeting
108			Inter-ministerial meetings meeting on transition survey in Syria
109			NQF publication with external editors
110			In Georgia, VET web portal designed and launched
111			In Armenia, workshop on HCD policy
112			In ENPI South region, an ETE forum
113	DCI – Central Asia	Policy Analysis and Review	VET and labour market study in Turkmenistan
114			Contribution to OECD review on Kyrgyzstan
115			NQF (occupational standards and competency based curricula in Kazakhstan, Kyrgyzstan and Tajikistan
116			Policy briefing note on SDPR experience in al Asia
117	DCI	Capacity Building	Workshop on VET governance issues in Turkmenistan
118			Second Workshop on VET governance issues in Turkmenistan
119			Workshop on labour market issues in Turkmenistan
120			Workshop on general introduction of NQF in Turkmenistan
121			Workshop on survey methods related to VET school quality in the framework of the school development initiative
122			Focus groups for policy makers, social partners, VET school directors, teachers and students in Kyrgyzstan related to school development initiative
123			Focus groups in Kazakhstan related to school development initiative
124			Focus groups in Tajikistan related to school development initiative
125			Workshop on approaches to career guidance in Kyrgyzstan
126			Workshop on national strategy for career guidance in lifelong learning perspective in Kyrgyzstan
127			Workshop in Kyrgyzstan on NQF related issues
128			Workshop in Tajikistan on NQF related issues
129			Workshop in Tajikistan on NQF related issues
130			Workshop in Kazakhstan on NQF related issues
131			Workshop in Kazakhstan on NQF related issues
132			Workshop in Kazakhstan on NQF related issues
133	DCI	Support to programming	Input to identification fiche on management training for Uzbekistan, including discussions with stakeholders
134			Input to identification fiche on inclusive education for Uzbekistan, including discussions with stakeholders
135			Donor mapping exercise in Uzbekistan

136			Input to terms of reference preparation for VET in Turkmenistan
137			Input to support SPSP preparation in Kyrgyzstan
138			Input to EC Delegation in Kazakhstan for VET related terms of reference
139	DCI	Dissemination and Networking	Regional conference on school development for all Central Asia countries
140			Regional workshops on NQF
141			Dissemination workshop on SDPR experience, involving donor community in Kyrgyzstan
142			Validation workshop on labour market report in Tajikistan
143			National conference on school development involving all stakeholder groups (policy makers, social partners, VET school directors, teachers and students)
144	ILP	Innovation and Learning	Communities of practice in education and development
145			Communities of practice in recognition of prior learning, including, quality assurance, qualification frameworks and the EQF
146			Communities of practice in education and employment
147			Communities of practice in transition from education to work
148			Communities of practice in indicators a and benchmarks
149			Communities of practice in tertiary and higher education
150			Projects in education for competitiveness
151			Projects in women and work
152			Projects in Flexicurity
153			Projects in HCD reviews
154			Global conference on external dimension of European Qualifications Framework
155			Conference on partnerships between business and education
156			Global conference on innovation and apprenticeships

Co-operation between the European Training Foundation and Cedefop, Summary Joint Progress Report 2009

Foreword

Cedefop is the European Union's (EU's) agency to support the development of vocational education and training policies. Cedefop is based in Thessaloniki, Greece and contributes to implementing the education and training work programme 2010, drawn up to achieve the Lisbon goal and make Europe's education and training systems a world reference for quality by 2010. The Copenhagen declaration and the Maastricht and Bordeaux communiqués granted Cedefop a specific role to support and monitor progress in Member States every two years, in what is known as the Copenhagen process. Cedefop, with the support of its Governing Board (comprising representatives from the European Commission, Member States and social partners) will continue to provide its expertise to support evidence-based policy-making and promote closer European cooperation in vocational education and training.

The ETF is an agency of the European Union based in Turin, Italy. It was established to contribute to the development of the education and training systems of the EU partner countries. The ETF's mission is to help transition and developing countries to harness the potential of their human resources through the reform of education and training systems in the context of the EU's external relations policy. The ETF bases its work on the conviction that human resources development in a lifelong learning perspective can make a fundamental contribution to increasing prosperity, creating sustainable growth and encouraging social inclusion in transition economies. The ETF deploys and recruits experts from many disciplines to handle complex and multi-dimensional topics in a team environment, in order to create new knowledge, insight and solutions.

The ETF uses Cedefop as a source of information and best practice in the EU and EEA countries in the field of vocational education and training and the labour market in order to carry out its mission of supporting economic and social reform in its partner countries outside the EU. Cedefop benefits from the ETF's experience to date both in the candidate and in other partner countries. Although both agencies work in the vocational education and training area, there is no overlap between their work. They join forces where necessary to help the European Community to reach its objectives. The ETF supports EU external relations policies and works with non-EU Member States, whereas Cedefop works with EU Member States and is part of EU internal policy to which the EEA countries are associated.

The ETF operates in the framework of the EU's external assistance policies. Its role is to help partner countries formulate and implement public policy solutions that are appropriate to the problems they face in their economic, social and political contexts. The ETF works in collaboration with partner country stakeholders to provide guidance in the face of a multitude of possible alternative policy solutions. Through its policy analysis, advisory and capacity building actions, the ETF supports knowledge dissemination and policy management to promote realistic priority and objective setting. Partner countries have limited resources for research or evidence based policy development and there are large opportunity costs in reform strategies. The ETF synthesises policy approaches and the context of partner countries.

Introduction

During 2009, ETF and Cedefop further systematised their co-operation to maximise the benefits for their respective mandates. This resulted in a series of co-operative activities covering contributions to the development and implementation of EU approaches in the area of lifelong learning, the sharing of partner country experiences with Cedefop, contributions to publications in relevant areas and the sharing of knowledge and experience in key areas of mutual interest.

Cedefop and ETF also worked together to create a new framework for co-operation between themselves for the period 2010-2013. The framework is included in annex. The framework will be implemented on an annual basis through a joint work programme attached to the annual work programmes of each agency. A joint report on the implementation will be attached to each agency's Annual Activity Report. The ETF-Cedefop work programme for 2009 is included in annex.

Report of ETF –Cedefop Co-operation 2009

1. Participation and contribution to European Developments in Lifelong Learning.

1.1 European Qualification Framework

ETF and Cedefop worked together in the implementation of the European Qualifications Framework (EQF) through joint participation in the EQF Advisory Group. During the year, the ETF and Cedefop worked together with the European Commission to explore the relation between the European Qualifications Framework and development outside the EU in the area of qualifications Framework. The co-operation produced a major international conference in 2009 hosted by the European Parliament within the calendar of the Czech Presidency. The co-operation has highlighted opportunities for mutual learning between the rest of the world and the EU and contributed to making European developments in lifelong learning more visible to the wider world²⁷. Both agencies participated substantially to the work of the cluster on recognition of learning outcomes, a platform provided for systematic exchange of experiences and peer learning between Member States and social partners on challenges related to National Qualifications Frameworks, learning outcomes and validation of non-formal and informal learning.

1.2 European Developments in Quality Assurance

ETF and Cedefop experts co-operated in following developments in quality assurance in vocational education in Europe through participation in the European Network for Quality Assurance in Vocational Education and Training (ENQA-VET). The network is the platform for the development of a European Quality Assurance and Reference Framework (EQARF)²⁸. ETF and Cedefop jointly contributed to the development of EQARF in 2009, e.g., Governing Board General Assembly Meetings of the ENQAVET, and Thematic Groups e.g., peer reviews as a tool for quality and quality assurance at VET provider level. The main purpose of the Network is to create a structured and sustainable platform for participating countries to exchange information and experience, to dialogue and allow for mutual learning on the issues of quality development in VET.

²⁷ Additional information on this conference is available from the ETF website at: <http://www.etf.europa.eu>. Information on the European Qualifications Framework is available from the website of DG Education and Culture at the European Commission. http://ec.europa.eu/education/lifelong-learning-policy/doc44_en.htm

²⁸ The European Quality Assurance Reference Framework (EQARF) is designed to promote better vocational education and training by providing authorities with common tools for the management of quality. More information on the framework is available from the European Network for Quality Assurance in Vocational Education and Training. <http://www.enqavet.eu/EQARF-website.htm>

1.3 **Standing Group on indicators and benchmarks for Vocational Education and Training²⁹ in Europe.**

In 2009, ETF co-operated with Cedefop through joint participation and contribution to the standing group on indicators and benchmarks. The standing group prepares the progress report for the Annual Report on the achievement of the goals for 2010. Co-operation in this group ensures common understanding of the methodological approaches and data gathering being undertaken at the European level to monitor VET developments. The co-operation provides a conduit for exchange of experiences between the two agencies for data collection and network development and maintenance.

1.4 **Co-operation in the European Lifelong Guidance developments**

In 2009, ETF continued to cooperate with CEDEFOP in the area of career guidance through different activities: regular contact and exchange of information between the CEDEFOP and ETF experts on the topic of career guidance, as well as mutual participation/contribution to events, for example ETF contribution to a Peer Learning event in Thessaloniki on 26-27 November. Cedefop contributed to a Knowledge-Sharing event for ETF staff in Turin during May. This was followed by the hosting of two meetings of the CEDEFOP-ETF expert team in Turin. ETF and Cedefop jointly participated in European Lifelong Guidance Policy Network (ELGPN) and its annual work programme during the year. The ELGPN assists the EU member states and the Commission in moving forward EU cooperation on lifelong guidance in both the education and employment sectors.

In 2009, for the first time countries from the Western Balkans were linked to this policy network, at the joint initiative of the ETF and CEDEFOP.

1.5 **Co-operation in Teacher Training (TT)**

The CEDEFOP TTnet³⁰ conference brought together 130 policymakers at both European and national levels, representatives of European and international institutions, training practitioners, social partners, representatives of training institutions and researchers. ETF helped CEDEFOP plan this major conference and to select workshop organisers and provided a keynote speech as well as assisting with relevant participation from Croatia.

Representatives from Montenegro, Serbia and Turkey Candidate countries were supported by the ETF LEARN³¹ project had invited representatives from and helped CEDEFOP to identify representative from Croatia.

2. **Copenhagen Process as per the Bordeaux Communique Contributions to the Bruges Review 2009**

As expressed in the conclusions of the Council and of the Representatives of the Governments of the Member States, meeting within the Council, on the future priorities for enhanced European cooperation in vocational education and training³², CEDEFOP and the European Training Foundation continue to support the

²⁹ The Standing Group on Indicators and Benchmarks (SGIB), an expert group representing all member states, was also set up to advise the Commission on the use of indicators and benchmarks. More information is available from The Centre for Research in Lifelong Learning. http://crell.jrc.ec.europa.eu/indicators_and_benchmarks.htm

³⁰ More information on Cedefop TTnet is available from <http://www.cedefop.europa.eu/EN/about-cedefop/networks/trainers-and-trainers-network-ttnet/trainers-and-trainers-network-TTnet.aspx>

³¹ Information on the ETF LEARN project in South Eastern Europe is available from the ETF website at http://www.etf.europa.eu/WEB.NSF/pages/Project_area:_SEE_VET_TT_network_EN?Opendocument

³² More information on these Conclusions is available in the Bordeaux Communique: http://ec.europa.eu/education/news/news1087_en.htm

Commission, in particular in the monitoring and reporting of progress in implementation.

In that context, ETF and CEDEFOP have cooperated during 2009 in the preparation of the report on progress in implementing European policy priorities for VET in the Copenhagen process (2002-10) CEDEFOP being involved with the EU Member States and the European Free Trade Association (EFTA)/ European Economic Area (EEA) Countries, and ETF being involved with the Candidate Countries (Croatia, Turkey and the Former Yugoslav Republic of Macedonia)

3. Support for Research Co-operation

3.1 **Co-operation in Contributions to Publications**

ETF and Cedefop co-operated together on research on international trends on the development of National Qualification Frameworks, both in Europe and in the wider world. Three major studies were undertaken in 2009: a broad review of trends in qualification framework frameworks on both the EU and in partner countries of the EU; a specific series of case studies undertaken in co-operation with the ILO; and a review of developments in regional qualification frameworks internationally. The results of these studies will inform on going discussions on the role of national qualifications frameworks in promoting lifelong learning and will contribute to the agenda of a major conference on the EQF in the second half of 2011.

3.2 **Joint Seminar Participation on VET data collection**

In 2009 participated in a Cedefop workshop with representatives from all of the EU member states in partnership with Eurostat. The workshop supported the Task Force charged with preparing Eurostat's 4th Continuing Vocational Training Survey (CVTS4).

4. Information, Knowledge Management and Dissemination

The series of information and knowledge sharing workshops between the two agencies continued in 2009. In 18 September 2009, CEDEFOP presented the development of work on qualification issues and the preparation of the 2010 policy report to ETF staff in Turin. This is scheduled to be followed up in 28 January 2010, ETF with a presentation on the development of national qualification frameworks in its partner countries and of the work on migrations to CEDEFOP staff in Thessaloniki, as well as the new ETF process (Torino process) aimed at providing a consistent analysis of progress along the VET reforms and systems in its partner countries.

In the area of VET financing cooperation continued with ETF being invited in the CEDEFOP Agora on sharing the costs of VET in October 2009 and CEDEFOP being invited in an ETF conference in Sarajevo in January 2009 about adult training developments

Cedefop also shared information with ETF on their work in relation to skill anticipation, covering the likely changes in skill demand over the coming decade, and likely changes in the supply of skills and the possibilities of imbalances between demand and supply

5. Impact of the Co-operation.

The co-operation in 2009 continued to strengthen the capacities of each agency in their respective mandates for the European Commission. The co-operation ensured that Candidate Countries were fully aware of the developments with the Copenhagen process and that these countries included in assessments undertaken in 2009.

Knowledge sharing and dissemination between the two agencies enabled each agency to understand distinctions in trends and applications in vocational education in their different mandates, particularly in the context of responses to the financial crisis during 2009. The co-operation was also very important in ensuring that ETF was in a position to assess the feasibility of including EU approaches in the Enlargement, Neighbourhood, and Development Co-operation programmes. Related to this was the ability of the agencies to work together with the European Commission to explore with Member and Non Member States the external impact of the European approaches to lifelong learning and how European developments can influence policy making in non member states and the implications of this – both for external and internal developments.

FRAMEWORK FOR CO-OPERATION BETWEEN CEDEFOP AND THE EUROPEAN TRAINING FOUNDATION

*UNDER THE EDUCATION AND TRAINING 2010 PROGRAMME AND THE STRATEGIC
FRAMEWORK FOR EUROPEAN CO-OPERATION IN EDUCATION AND TRAINING³³*

1. Purpose

This document establishes a framework for co-operation between the ETF and Cedefop for the period 2010-2013. Both agencies work in the area of vocational education and training in a lifelong learning perspective, but with distinct missions, geographical scopes and objectives. The ETF is a change agent with a direct operational role in improving human resource capacities in ETF partner countries³⁴. Cedefop contributes to the development and promotion of vocational education and training (VET) policy in the EU through research, policy analysis, exchanges of information and experience, and by providing expertise to the European Commission, Member States and social partners. Cooperation to date has been productive and of benefit to the implementation of European programmes and priorities.

2. The roles and mandates of Cedefop and the ETF

Cedefop is the EU's agency supporting vocational education and training policy development at European level. Cedefop supports the European Commission, EU Member States and the social partners in their work to improve vocational education.

Cedefop is acknowledged as an authoritative source of information on VET, skills and competences. Its strategic objective for 2009-11 is to 'contribute to excellence in VET and strengthen European cooperation in developing, implementing and evaluating European VET policy'. This objective is supported by four priorities:

- informing European VET policies,
- interpreting European trends in and challenges for skills, competences and learning,
- assessing the benefits of VET, and
- raising the profile of VET.

These priorities focus Cedefop's research, policy analysis and networking activities on filling knowledge gaps, generating new insights and raising awareness about VET issues. Using the evidence gathered and its expertise, Cedefop provides advice to support an evidence-based European VET and skills policy agenda and to strengthen European cooperation.

³³Council conclusions for a new strategic framework for co-operation between EU Member States to reform their education and training systems http://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/educ/107622.pdf (12.05.2009)

³⁴ ETF partner countries are defined in Article 1 (a), (b), (c) of the ETF Recast Regulation (EC) No 1339/2008.

The European Parliament, the European Council, the European Commission, Member States and European Social partners have entrusted Cedefop with some important tasks.

These include reporting on progress made by EU Member States in implementing common policy priorities for improving VET. Cedefop's biennial VET policy reports have been the basis for key policy decisions. Another task is skill needs analysis and anticipation. Cedefop's pan-European forecasts for skill demand and supply have stimulated debate on how Europe can raise the skill level of its workforce and avoid skill mismatches. Cedefop is also directly involved in developing common European tools and principles (such as EQF, ECVET, Europass, EQARF) and supporting their implementation. These include the European Qualifications Framework and Europass which improve the understanding of qualifications and skills and support mobility and common principles in policy areas such as lifelong guidance and the validation of informal learning.

The ETF provides advice and assistance to the European Commission on human capital development in its partner countries outside the EU. The ETF helps transition and developing countries to harness the potential of their human capital through the reform of education, training and labour market systems in the context of the EU's external relations policy. The ETF's work improves the productivity of the EU's external assistance by technical support to the Commission and the productivity of partner country human capital systems and their ability to address the policy challenges they face in relation to skill formation.

The ETF provides services to a range of stakeholders and clients with shared interests in the contribution that human capital development can make to EU external assistance objectives and to the Commission's actions in relation to the external dimension of its internal policies³⁵. These stakeholders include European institutions such as the European Commission, the European Parliament, related European agencies and EC Delegations, as well as policy stakeholders in partner countries. The ETF also works with the international donor community to exchange information and lessons learned in the assistance field and to collaborate on activities of mutual relevance.

The ETF's functions³⁶ within its geographical scope, under its regulation, within the context of the appropriate Community instruments and international agreements³⁷, are to:

- provide information, policy analyses and advice on human capital development issues in partner countries;
- promote knowledge and analysis of skills needs in national and local labour markets;
- support relevant stakeholders in partner countries in building capacity in human capital development;
- facilitate the exchange of information and experience among donors engaged in human capital development reform in partner countries;
- support the delivery of Community assistance to partner countries in the field of human capital development;
- disseminate information and encourage networking and the exchange of experience and good practice between the EU and partner countries and amongst partner countries in human capital development issues;
- contribute, at the Commission's request, to the analysis of the overall effectiveness of training assistance to the partner countries.

3. Cooperation between Cedefop and the ETF 1997-2009

Since 1997, Cedefop and the ETF, have developed a formal cooperation within the framework of their own specific missions and responsibilities. Co-operation between the two agencies is defined through

³⁵ Actions in the area of human capital development related to increased coherence, effectiveness and visibility of the EU - Europe in the World. COM (2006) 287 Final.

³⁶ The ETF may also undertake other such tasks as may be agreed between the Governing Board and the Commission, within the general framework of its mandate,

³⁷ The Instrument for pre-accession, the European Neighbourhood Instrument and other Community instruments and agreements designated by the ETF Governing Board. Regulation (EC) No. 1339/2008, Article 1.

an agreement³⁸ which was developed in 2001 in advance of the EU enlargements of 2004 and 2007. The agreement facilitated effective working arrangements between the two organisations during the enlargement process, including the introduction of the new Member States to Cedefop's ReferNet networks, as well as policy reporting and research processes. Between 2001 and 2009, the ETF and Cedefop have co-operated in the following areas:

- The ETF has supported candidate countries in their participation in Cedefop projects and initiatives;
- the joint development and parallel implementation of projects through a series of joint activities for candidate countries as part of each agency's annual work programme;
- the involvement of Cedefop and ETF experts in events and projects of mutual interest organised by both agencies;
- regular exchange and use of each other's publications during the implementation of their own work programmes: for example, ETF staff have drawn on Cedefop's national and topical reports within the context of the various VET reform programmes for which it has been responsible; similarly, Cedefop makes good use of the various candidate country reports produced by the ETF in the preparation of its Study Visits Programme and policy reports;
- Cedefop is represented on the ETF's Editorial Board and vice versa.
- exchanges of information, covering two meetings per year to ensure knowledge sharing, on different policy options which can help advance reforms in national education and training systems in the EU and in third countries as part of Education and Training 2010 work programme.
- Participation in Learning Cluster Meetings in support of the Education and Training 2010 work programme (to which Member States, the candidate and EFTA/EEA countries participate)
- Collaborations and exchange of experiences and good practices on administrative issues.

Since 2009 and following the inclusion of Romania and Bulgaria in the EU, Cedefop has concluded its project on the familiarisation of candidate countries.

4. Co-operation between Cedefop and the ETF 2010-13

In the context of the institutional mandate and the geographical scope of each agency Cedefop and the ETF will co-operate through:

- Exchanges of information and experience on key EU and third country policy issues of mutual interest and which are of relevance to each agency's mandate. Two meetings per year (one in Thessaloniki and one in Turin) will ensure knowledge sharing.
- Co-operation on the EQF/NQF implementation activities. More specifically regarding the EQF external dimension an EU-internal working/coordination group will be set up to take forward this work with third countries. This group will be coordinated by the ETF and include representatives from interested Member States, Cedefop and DG EAC. An international group consisting of country representatives from different parts of the world, international organisations (UNESCO, ILO, OECD) as well as EU organisations (ETF, Cedefop and DG EAC) will be set up to plan the follow up of the January 2009 conference on qualifications frameworks in third countries.
- Citations and usage of each other's work, materials and publications where relevant to the implementation of the Education and Training 2010 programme, the strategic framework for EU cooperation in education and training ("ET 2020") and its tools, the Instrument for Pre-Accession (IPA) and the European Neighbourhood and Partnership Instrument (ENPI);
- Cooperation and exchange of information and good practices on administrative issues. Ad hoc procedures on specific issues (e.g. participation in evaluation panels).

³⁸ Framework for co-operation between the ETF and Cedefop, June 2001

5. *Implementing the framework for co-operation*

Cedefop and the ETF will implement the framework through a joint annual work programme annexed to the annual work programmes of each agency. Cedefop and ETF will convene at least two joint thematic meetings per year to ensure knowledge sharing and complementarity in their activities. The ETF and Cedefop will provide an annual report to the European Parliament concerning the implementation of the framework of cooperation. This will be included in the Annual Activity Report of both agencies. Ongoing strategic collaboration between the two agencies will be maintained through co-operation at Director level and their attendance at the Board meetings of the two agencies. The framework for co-operation will be reviewed at the request of either agency's Governing Board at the latest by 2013.

SIGNATURES

For CEDEFOP

Done at _____, _____

For the ETF

Madlen Serban, Director

Done at Turin, _____

In duplicate in English.

ETF Co-operation with Cedefop in 2009

Operational objective	Actions	Activities	Timeframe (semester)	Output indicators
Implement the Cedefop-ETF cooperation agreement	Organise knowledge sharing seminars jointly with the ETF and joint missions to candidate countries	One knowledge sharing seminar on 18 September in Turin (subjects were Cedefop work on qualifications, preparation of the 2010 policy report, and exchanges on the ETF Torino process) One knowledge sharing seminar 29 January 2010 (postponed to 2010 because of heavy agenda in 2009 for both agencies) subjects were ETF work on NQF and migrations, as well as exchanges on expertise development at the ETF and on ReferNet	2009	One seminar for staff of the two agencies
		ETF Participation in the annual ReferNet meeting in September 2009 and ETF support for participation Croatia, Turkey and FYROM	2009	ETF Participation and support for Candidate Country participation
	Organise annual meetings of the ETF-Cedefop joint working group.	ETF-Cedefop organised 18 September in Turin	2009	One meeting of the joint working group and activity report to the European Parliament
			Jul-09	Joint ETF-Cedefop report for the EU Parliament.
Collaborate on the External Dimension of the European Qualifications Framework	Collaborate on the preparation and implementation of a conference on the External Dimension of the EQF	Joint preparation on EQF between ETF and Cedefop	July 08- January 09	Conference organised in Brussels 29-30 January
	Participate in the EQF Advisory Group	Participation in EQFAG throughout 2009 - preparation with DGEAC and Cedefop of proposal for working on the external dimension of the EQF	2009	Background analysis on the external dimension of the European Qualifications Framework
Involve ETF and Cedefop experts in thematic activities carried out by the respective institutions	Participation in seminars and meetings	ETF participation in the Cedefop AGORA on sharing the costs of VET in October 2009 Participation of Patrycja Lipinska in an ETF Conference in Sarajevo in January 2009 about Adult training developments	2009	Presentations at meetings and joint events