



2006

**Work
programme**

Work programme 2006

Cedefop

A great deal of additional information on the European Union is available on the Internet. It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication.

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The **European Centre for the Development of Vocational Training** (Cedefop) is the European Union's reference centre for vocational education and training. We provide information on and analyses of vocational education and training systems, policies, research and practice. Cedefop was established in 1975 by Council Regulation (EEC) No 337/75.

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Mission statement

The European Centre for the Development of Vocational Training (Cedefop) is an agency of the European Union. Created in 1975, with a tripartite Governing Board, it provides services for the European Commission, the European Union Member States and the social partners as well as for the associated countries of Iceland and Norway. The candidate countries are also associated with its activities.

Mission

As the European Union's reference centre for vocational education and training (VET), Cedefop provides policy-makers, researchers and practitioners with information to promote a clearer understanding of developments and so enable them to take informed decisions on future action. Cedefop assists the European Commission in encouraging, at Community level, the promotion and development of VET.

Tasks

The main tasks of Cedefop as defined in its founding Regulation are to:

- compile selected documentation and analysis of data;
- contribute to the development and coordination of research;
- exploit and disseminate useful information;
- encourage and support a concerted approach to vocational training development issues;
- provide a forum for a wide and diverse audience.

Medium-term priorities (MTPs)

Cedefop's MTPs for 2006 to 2008 concentrate on the priorities set out in the Maastricht communiqué, which has been agreed by 32 European countries, the European Commission and the European social partners:

- (a) 'promoting the image and attractiveness of the vocational route for employers and individuals to increase participation in VET;

- (b) achieving high levels of quality and innovation in VET systems to benefit all learners and make European VET globally competitive;
- (c) linking VET with the knowledge economy's requirements for a highly skilled workforce and especially, because of the strong impact of demographic change, the upgrading and competence development of older workers;
- (d) addressing the needs of the low-skilled (about 75 million people aged between 25 and 64 in the EU) and disadvantaged groups so as to achieve social cohesion and increase labour market participation.'

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General introduction

1. Never before has Europe experienced such a high degree of agreement, cooperation and peer learning between Member States and the Commission on vocational education and training (VET). Some encouraging examples are the European qualifications framework (EQF) and European credit transfer system in VET (ECTS/ECVET), Europass, guidance, quality assurance and validation of non-formal and informal learning. Further, progress has been made to identify and define sectoral qualifications, with governments and social partners working closely together. Momentum of the Copenhagen process must be maintained to achieve the European knowledge society characterised by a coherent system of lifelong learning (LLL) to which Member States have committed themselves to reach in 2006.
2. The Maastricht communiqué underlines Cedefop's specific role in supporting implementation of the Copenhagen process and in reporting, monitoring progress and the exchange of good examples of policy and practice. The Maastricht communiqué identified several VET issues for special attention which require targeted and coordinated action. These will guide Cedefop's work in the coming years, as reflected in the medium-term priorities (MTPs) 2006-08, to:
 - improve the image and attractiveness of the vocational route to increase participation in VET;
 - achieve high levels of quality and innovation in VET systems to benefit all learners and make European VET globally competitive;
 - link VET with labour market requirements for highly skilled workers and especially the upgrading and competence development of older workers;
 - provide suitable education and training opportunities for low-skilled and disadvantaged people to achieve social cohesion and increase labour market participation.

The above priorities are the basis for Cedefop's activities, area and individual work plans. The priorities will be implemented, with some major transversal support tools (see below), through annual work programmes and in close cooperation with partners. Cedefop's areas will devote their work to these priorities using specific approaches and instruments and

setting out clear indications of activities, means and milestones (what, how, when?).

Cedefop will also contribute – in cooperation with statistical providers – to evidence-based policy-making by improving the scope, precision, reliability and comparability of data, statistics and indicators for VET.

3. Progress made in achieving these goals and in several specific priorities is being assessed jointly by DG EAC, Cedefop, ETF and Member States. A report will be presented by end-2006.
4. Stimulating economic growth, employment and social cohesion; raising productivity and competitiveness of companies; and fostering earnings, career and citizenship of individuals are among the main objectives of investments in education and training. Several empirical studies, as shown in Cedefop's third research report, confirm education, training, skills and competences as main determinants for economic prosperity at all levels – national, enterprise and individual. Education and training also yield non-material benefits such as better health, political and social cultural participation, encouraging social cohesion, stability and avoidance of inequalities.
5. However, there remain major challenges to make VET attractive for all, and modernise it to meet the requirements of a fast changing society, characterised by globalisation and competition, endangered social cohesion and by demographic change and ageing populations. These challenges call for increased and shared investment in VET; a European innovation strategy covering all kinds of learning; upskilling of unskilled and low-skilled workers; and new ways of governance involving social partners and other stakeholders.
6. The work programme 2006 reflects the MTPs 2006-08. The MTPs also outline Cedefop's role, partners, main tasks and policy framework. The work programme specifies Cedefop's activities for 2006, (projects, objectives and methods, outcomes, timeframes, performance indicators or expected impact) to implement the medium-term strategy. Execution of the programme presupposes that the budget and human resources indicated will be available. In relation to the budget and human resources available, Cedefop will aim to increase efficiency and effectiveness in all areas and streamline its activities. Organisational improvements recommended by various audits and evaluation, shall be implemented. Based on the forthcoming EC guidelines for staff policy in the agencies, Cedefop will develop its own human resource strategy.

7. The major activities in Cedefop's 2006 work programme taking up these policy priorities are:
- (a) following up the Copenhagen and Maastricht processes for research and reporting and supporting a concerted approach to priorities for national systems and for European cooperation in VET, to allow the ambitious goals to be met. In particular supporting the preparation and execution of the 'Helsinki study' and drafting a synthesis report;
 - (b) supporting VET technical work for the education and training 2010 work programme using Cedefop's expertise in policy development and research work, including statistics and indicators. This support will be reinforced by virtual communities enabling all partners to be informed, interact and develop jointly the intended solutions in Europe. A reporting system informing the DGVT, the ETCG and ACVT about progress as a contribution to further discussion and policy decisions will be an additional asset;
 - (c) contribution to developing VET statistics and indicators in cooperation with DG EAC, Eurostat and the Centre of Indicators-based Research on Lifelong Learning (CRELL);
 - (d) implementing the Cedefop/ETF (European Training Foundation) strategy for familiarisation of candidate countries;
 - (e) further developing a comprehensive thematic knowledge management system (KMS) to support cooperation in VET. A web-based system, running on a platform using cutting-edge technology, will be used in combination with the knowledge system for lifelong learning (KS-LLL). It will be constantly updated and so constitute a lively repository of knowledge on VET, bringing together policy, research and practice;
 - (f) continuing collection of information through ReferNet (the European network of reference and expertise), a network covering all EU and EEA countries. Analyses of information will provide cross-sectional and thematic policy analyses; transversal knowledge; support for policy debate; knowledge on LLL;
 - (g) Cedefop has created synergy among its electronic tools and, with its stakeholders, will develop thematic networks and communities, for example on the early identification of skill needs, providing structured input for researchers, policy-makers and social partners anticipating the start of the new LLL programme;
 - (h) the fourth research report, to be prepared in 2006 and published in 2007/08, will stimulate policy discussion; activities will concentrate on

contributing to innovation and modernisation of VET, essentially to help bring about a knowledge-based society involving all stakeholders, and on achieving the 2010 objectives;

- (i) the study visits programme will operate more as a peer learning system for different themes and support open and enhanced cooperation;
- (j) support for the social partners will concentrate on sectoral qualifications and competences. It will be backed up by virtual communities, workshops and involvement in the study visits programme under Leonardo da Vinci.

8. For associated bodies there will be:

- continued technical and scientific support in response to specific requests from the European Commission. The programming of requests will however improve;
- in addition to its existing cooperation with ETF and Eurydice, Cedefop will strengthen its cooperation with international organisations such as the OECD (Organisation for Economic Cooperation and Development), ILO (International Labour Organisation), Unevoc (Unesco international project on technical and vocational education), the Council of Europe, European Schoolnet and the EVTA (European Vocational Training Association);
- Cedefop will contribute to the Austrian Presidency during the first half of 2006 and to the Finnish Presidency during the second half of 2006.

9. Cedefop has strengthened its quantitative and qualitative performance indicators, in line with the new financial rules, for monitoring and following up progress and achievement in the different areas. The main activities are linked to budgetary allocations, with indications of staff assigned to the areas and activities. This makes the financial implications for the overall annual budget transparent. In 2006, annual reporting will be better linked to performance and return on investments as requested by the audits in 2005.

The work programme also contains administrative and financial reporting and can in this way better guide our administrative workload. The action plan following the IAS visit is also attached to the work programme (Annex III).

AREA A

Developing research

1. General introduction to its activities

Research on VET is understood as the systematic cross-disciplinary enquiry into the systems, conditions and frameworks for the structures and processes involved in acquiring and updating vocational skills and knowledge. Theory, methodology and analysis combine to reduce complexity, provide explanation and improve understanding.

Objectives: the aim of VET research is to explain developments in VET, to identify new issues and demands, explore their significance for innovation and development, and to increase the transparency of systems and processes associated with learning. All activities seek to clarify the implications of research results for VET policy and practice. In 2006, Cedefop will start activities for strengthening VET research at European level, aiming at formulating a longer-term VET research agenda and involving researchers and research organisations in all Member States, the Commission and social partners.

Cedefop's VET research is carried out in-house, by commissioning studies and by running or cooperating in networks. All activities add value to VET research in fostering the European perspective and evidence-based policy-making. They strive to meet the challenges faced as well as quality and relevance of output, although the means are different, ranging from reports and publications, networking, organising events and providing comparable information through databases and statistics.

The table below lists research and policy activities and indicates target audience, objectives, methods, output, timeframe and performance indicators. The links of activities with the MTPs can be found in the section that follows the table. Finally, a budgetary overview is given (for a general overview see Annex I).

2. Specific activities

Activity field 1: research and policy analysis

Main target audience: VET researchers; decision-makers in policy and practice including enterprises; social partners; training organisations; non-EU organisations and partners.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
(a) Research reporting	<p>Objectives</p> <p>Cedefop's research reports provide a state-of-the-art review and analysis of VET research in Europe and beyond. They explicitly identify implications for policy and practice.</p> <p>The fourth research report will investigate the conditions for achieving the Lisbon-Copenhagen-Maastricht goals, and will also attempt to identify new and emerging research issues beyond 2010. Themes addressed in the fourth research report will include:</p> <ul style="list-style-type: none"> • institutional roles and changes in governance of VET systems; • geographical and social mobility; • the role of education and training in 			<ul style="list-style-type: none"> • Quality, relevance and topicality of VET research issues. • Number of copies sold/requested. • Frequency of invitations to present findings at conferences. <p>Expected impact:</p> <ul style="list-style-type: none"> • As Cedefop's research findings are a resource for evidence-based policies, they contribute to shaping and focusing the future European agenda on VET research. • By identifying new and longer-term socio-economic research issues beyond 2010 they also provide a basis for longer-term policy and planning.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>improving social cohesion;</p> <ul style="list-style-type: none"> • low-skilled and higher skilled people on the labour market and skill shortages; • validation of non-formal and informal learning; • qualification frameworks and systems; • investment in training and new financing mechanisms; • links between VET and higher education; • the workplace as a learning environment; • impact of lifelong advice and guidance; • VET teachers and trainers; • innovation in teaching and learning; • impact of European strategies and priorities; • emerging issues for education and training beyond 2010. <p>Methods</p> <ul style="list-style-type: none"> • Gather high-quality contributions for the fourth research report and prepare 	<ul style="list-style-type: none"> • Prepare the background report. 	<p>start in 2006</p>	

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>them for publication in 2007.</p> <ul style="list-style-type: none"> • Organise a conference where contributors to the fourth research report present their findings to a wider audience. • Start drafting the synthesis report by both compiling the contributions and providing added value by additional own research. • Identify key research findings to be integrated into report(s) to the meeting of ministers in Finland in December 2006; identify themes for these reports jointly with colleagues in charge of policy reporting and statistics. • Continue disseminating the third research report (<i>The value of learning</i> on evaluation and impact of education and training). 	<ul style="list-style-type: none"> • Draft the synthesis report. • Organise conference with contributors and stakeholders. • Input to study and synthesis report for the ministerial meeting in Finland (in coordination with policy reporting, see point (b)). 	<p>start in 2006</p> <p>autumn 2006</p> <p>2006</p>	
(b) Policy reporting	<p>Objectives</p> <p>Contribute to the ministerial meeting in December 2006 by providing evidence as a basis for</p>			<ul style="list-style-type: none"> • Quality and relevance of reports. • Comprehensive information on the website.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>reviewing the VET policy priorities decided in Copenhagen and Maastricht.</p> <p>Methods</p> <ul style="list-style-type: none"> • Identify VET policy issues to be addressed in report(s) to the ministers in December 2006 in cooperation with colleagues in charge of research reporting and statistics and Cedefop's networks and partners. • Provide scientific expertise to the European Commission (in cooperation with ETF), advise external contractors and partners to ensure high quality and relevance of contributions; prepare and draft reports. • Maintain and continually update a platform for information and exchange on Cedefop's ETV, set up in 2005. 	<ul style="list-style-type: none"> • Synthesis report which will include research findings and statistics (see points (a) and (c)). • Involvement in, and scientific input to, the DG EAC report on selected themes for event in Finland in December 2006. • Website in ETV with updates and comprehensive information. 	<p>2006</p> <p>2006</p> <p>2006 and ongoing</p>	<ul style="list-style-type: none"> • Number of copies sold/requested. • Frequency of invitations to present findings at conferences. <p>Expected impact Contribute to shaping future policies to modernise VET in the EU. Education Ministers and other stakeholders drawing on the findings and conclusions when reviewing and shaping VET policies.</p>
(c) Statistics and indicators	<p>Objectives Monitoring the Lisbon-Copenhagen-</p>			<ul style="list-style-type: none"> • Relevance of data for VET and comparable at EU

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>Maastricht processes requires comparable and relevant statistics and indicators on VET and LLL. In cooperation with the Commission, Eurostat and other international partners, Area A will contribute to improving the availability of adequate data and indicators, and their use in research, policy reporting and beyond. Cedefop will also improve exploration of existing data sources.</p> <p>Methods</p> <ul style="list-style-type: none"> • Cooperate with the Commission, Eurostat, the JRC, the OECD and other relevant international organisations to follow developments in statistical surveys and data collections of VET/LLL. • Participate in and contribute to the Commission's Standing Group on Indicators and Benchmarks. 	<ul style="list-style-type: none"> • Methodological contributions for developing and improving statistical surveys and data collections. • Integrate relevant statistics and indicators into research and policy reports, and into Cedefop 	<p>2006 and ongoing</p> <p>2006</p>	<p>level as far as possible.</p> <ul style="list-style-type: none"> • Incorporation of Cedefop proposals for improving data and indicators. <p>Expected impact:</p> <ul style="list-style-type: none"> • Improved coverage and quality of European VET statistics. • Improved use and dissemination of relevant statistics and indicators in Cedefop reports, publications and databases. • Identify future trade-off between the demand and supply of VET statistics and indicators. • Successful guidance of Cedefop's statistical activities.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> • Participate in and contribute to Eurostat working groups/task forces and other relevant international groups on VET/LLL statistics. • Initiate and steer exploitation of existing Eurostat data sources to improve availability of statistics/ indicators on various specific VET issues (e.g., training of low-skilled and older workers, investment in training, the image and effectiveness of VET, characteristics of the 'learner' or 'learning citizen', and the enterprise as a learning environment). • Provide statistics and indicators for Cedefop reports, publications and databases. • Identify and assess future data needs. 	<p>databases and publications.</p> <ul style="list-style-type: none"> • Specific statistical publications on VET and LLL. • Set up a website in ETV with relevant EU and national statistics, jointly with Area D. • Chair a Cedefop working group on statistics. 		

Activity field 2: **research cooperation and exchange**

Target audience: VET researchers and research organisations; policy-makers; social partners; practitioners in enterprises; training organisations; international organisations.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
(a) Cedra - Cedefop research arena	<p>Objectives Cedra covers 'work-related learning'. This refers to learning that takes place through work processes or is closely related to adult 'learning through experience'. The two specific themes being continued by Cedra in 2006 are: (a) 'older workers and lifelong learning' addressing 'demographic change and learning' and (b) 'learning together for local innovation in learning regions' which deals with fostering links between training, employment and social policies at a local community level.</p> <p>Cooperate with small networks of researchers to increase understanding of effective policies and practices on the above two issues.</p>			<ul style="list-style-type: none"> • Assess the quality and relevance of output. • Number of copies sold/requested. • Track the number of invitations to present findings at conferences. <p>Expected impact: Contribute to research and policy debates via networks and publications.</p>

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>Methods</p> <ul style="list-style-type: none"> • Publish reference series books. • Disseminate research findings to a wider audience. • Provide summaries and reviews of new research findings in these fields. • Establish and maintain wider networks and cooperate in organising specific events. 	<ul style="list-style-type: none"> • Publish reference book on 'Learning together for local innovation in learning regions'. • Analysis and review of new trends in research. • Dissemination of results. • Establish wider networks. • Organise workshops/seminars. 	<p>2006</p> <p>2006</p> <p>2006</p> <p>2006</p> <p>2006</p>	
(b) ERO - European research overview	<p>Objectives</p> <p>The main aim of ERO is to promote sharing knowledge and resources among European VET researchers.</p> <p>Methods</p> <p>ERO carries out its work in close collaboration with ReferNet and other European research networks and associations. It has two main products: ERO base – a database providing information on</p>	<ul style="list-style-type: none"> • Provide an up-to-date and comprehensive picture of European research in VET in the ERO database and national ERO 	<p>2006 and ongoing</p>	<ul style="list-style-type: none"> • End of year review of the quality, quantity, relevance, comparability and topicality of research input by ReferNet members. • Evaluate the improvement in synergy with other European networks in VET. <p>Expected impact</p> <ul style="list-style-type: none"> • Improved knowledge of VET research among researchers and policy-makers.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	research projects, research experts and research papers; the ERO national research report (ENRR) which provides a summary of research taking place in individual Member States and the EU as a whole.	research reports, including smaller EU countries. <ul style="list-style-type: none"> • Undertake comparative European reviews of research. • Promote synergies with other European research networks in VET (i.e. Vetnet) and HRD. 		<ul style="list-style-type: none"> • More effective functioning of the research part of ReferNet. • Increased participation of researchers from new Member States and candidate countries.
(c) Skill needs and enterprises	<p>Objectives</p> <p>Foster cooperation and information exchange between experts, policy-makers and social partners from Europe and beyond on methods and results of research on early identification of skill needs through Cedefop's international network Skillsnet.</p> <p>Analyse the costs and benefits of continuing vocational training for enterprises and the effects on individual employability and mobility.</p>			<ul style="list-style-type: none"> • Measure the quality, relevance and topicality of research findings and transfer into policy and practice. • Track the number of copies sold/requested. • Track the number of invitations to present findings at conferences. <p>Expected impact</p> <ul style="list-style-type: none"> • The network is well perceived and used by members. • Increased awareness of the network and its work through publications.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>Methods</p> <ul style="list-style-type: none"> • Organise workshops with researchers and stakeholders. • Publish and disseminate Skillsnet work results electronically and/or in hard copy. • Support transfer of findings into policy and practice. • Establish and participate in specific networks/activities on skill needs in sectors, occupations, regions, etc. • Launch research studies on enterprise research and employability and prepare their publication. 	<ul style="list-style-type: none"> • Workshops on specific fields of skill needs analysis. • Follow up a European approach for skill needs forecasting. • Publications of workshop proceedings. • Publish regularly Skillsnet newsletters and sector flashes. • Launch research studies on the costs and benefits of continuing vocational training for enterprises and individual employability. 	<p>2006</p> <p>2006</p> <p>2006</p> <p>ongoing</p> <p>2006</p>	<ul style="list-style-type: none"> • Increased number of members worldwide. • Initiatives coming from Skillsnet members have an impact on reforms and design of VET programmes. • Increased awareness and motivation of stakeholders to invest more in human capital.
(d) <i>European journal of vocational training</i>	<p>Objectives</p> <p>The <i>European journal of vocational training</i> aims to be a forum for researchers, policy-makers and practitioners to inform on important developments in VET in Europe and beyond. The journal</p>			<ul style="list-style-type: none"> • Evaluate the quality and relevance of articles, the timeliness of publication and the increase in paid subscriptions. • Assess on time delivery.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>provides a wide range of research, and practice-based information in Europe to improve common understanding between different European stakeholders.</p> <p>Methods</p> <ul style="list-style-type: none"> • Search for authors and receive many quality articles, relying on the Editorial Committee, the Editorial Advisory Board, Cedefop colleagues and stakeholders. • Increase subscriptions, by limiting free subscriptions and following guidelines of a marketing study. • Increase cooperation with similar journals in Europe, through close cooperation with the Redcom network. 	<ul style="list-style-type: none"> • Organise three meetings of the editorial board. • Follow up the marketing study to increase subscriptions, and also involve ReferNet members. • Publish No 37 in Jan-Apr; No 38 in May-Aug; No 39 in Sept-Dec. • Prepare a dossier for a special Redcom issue on evaluation and dissemination of the results of European projects: 	<p>2006</p> <p>2006</p> <p>2006</p> <p>early 2006</p>	<ul style="list-style-type: none"> • Receive at least 65 submitted articles per year (three times more than needed). • Limit free subscriptions to around 300. • Increase members in the Redcom network to 8 to 10.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
		<p>Leonardo da Vinci, Equal, sixth research framework programme.</p> <ul style="list-style-type: none"> • Inclusion in the ISI bibliographic database. 	<p>start in 2006</p>	
<p>(e) Agora Thessaloniki</p>	<p>Objectives Promote open and free debates on topical and relevant research findings between researchers, policy-makers, social partners, company executives and other stakeholders. The main aim is to encourage innovative thinking and bring research closer to stakeholders and vice versa.</p> <p>Methods</p> <ul style="list-style-type: none"> • Organise three Agora seminars per year on topical and relevant themes covered in the research and policy reports. • Involve Cedefop colleagues across all areas and stakeholders in the preparation, execution and follow-up of Agora seminars. 	<ul style="list-style-type: none"> • Organise three Agora events on priority themes of the Lisbon-Copenhagen-Maastricht strategy. • Publish proceedings both in hard copy and electronically. 	<p>2006</p> <p>2006</p>	<p>End of year assessment of participants: both renowned and young researchers as well as representatives of policy, social partners and VET organisations.</p> <p>Expected impact: Through their innovation, high quality and relevance, Agora outcomes feed into policy and research agendas at European and national levels, also beyond 2010.</p>

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> • Invite national or international organisations to coorganise and cofund Agora seminars. • Continue efforts to improve the quality and relevance of Agora events to current policies at European and national levels. 	<ul style="list-style-type: none"> • Ensure wide dissemination through various channels. 	ongoing	
(f) History of VET	<p>Objectives Increased knowledge and understanding of the history and background of national VET systems and policies help develop a European social policy. By analysing how EU policies and programmes have contributed to developing and adapting national VET policies, in particular in times of economic restructuring, lessons can be drawn for future policies. Cedefop's active involvement in this project will phase out in 2006.</p>			<ul style="list-style-type: none"> • Evaluate the quality and relevance of research findings for future policies and their transfer into policy and practice. • Assess overall participation of researchers and stakeholders in the conference (if organised). • Complete the handover to Florence university and involvement in their future activities.

Projects	Objectives and methods	Output	Timeframe	Performance indicators/ expected impact
	<p>Methods</p> <ul style="list-style-type: none"> • Launch studies on VET history. • Publication of books on VET history. • (Co-)organising conferences. 	<ul style="list-style-type: none"> • Prepare input for: (a) VET history in eastern and southern European countries; (b) new aspects of the contribution to the social policy. • Coorganise a conference on VET history in 2006 (to be confirmed). • Arrange handover of this project to the University Florence. 	<p>2006</p> <p>2006</p> <p>2006 (ongoing)</p>	

3. Area A contribution to the medium-term priorities 2006-08

The work programme of Area A for 2006 considers Cedefop's MTPs 2006-08 mainly from a research point of view, but also includes monitoring VET policies. Most activities in Area A are transversal or address several, if not all, of Cedefop's priorities.

The *Fourth research report* will provide research-based investigation on the context and conditions for achieving the Lisbon-Copenhagen-Maastricht goals. Several experts will review research on practically all issues addressed in the Maastricht communiqué. The research therefore contributes directly to all Cedefop's MTPs 2006-08.

The same applies to policy reporting which will be carried out in coherence with the research report. Cedefop will elaborate a synthesis report on the progress made by Member States, associated countries and candidate countries on all major issues identified in the Maastricht-Copenhagen process and thus all Cedefop priorities.

In close cooperation with ETF, Cedefop also provides scientific input and support for a major study launched by DG EAC in 2005. This study addresses three broad themes of the Copenhagen-Maastricht priorities (to be confirmed): (a) image and attractiveness of VET and links to higher education (corresponds to Cedefop's first priority on 'Promoting the image and attractiveness of the vocational route for employers and individuals'); (b) promoting labour market and social integration through VET, in particular low-skilled and disadvantaged people (Cedefop's fourth priority); and (c) investing in VET (touches upon all aspects of Cedefop's MTPs).

Assessing progress towards the Lisbon objectives VET requires relevant and comparable statistics and indicators. Activities on statistics and indicators will contribute to all Cedefop's MTPs by providing and improving the availability and dissemination of data, statistics and indicators on VET.

Cedra will continue work in 2006 on 'Older workers and lifelong learning'. This project addresses 'demographic change and learning' and thus contributes to Cedefop's third priority 'Linking VET with the knowledge economy's requirements owing to the strong impact of demographic change, the upgrading and competence development of older workers'.

The second theme within Cedra addresses the learning region and deals with 'the promotion of learning-conducive work environments and learning organisations'. This corresponds in particular to Cedefop's second priority of 'achieving high levels of quality and innovation in VET systems to benefit all learners and make European VET globally competitive'.

ERO provides a framework for European researchers to share current information and knowledge about VET research. By covering a broad spectrum of research topics, ERO is a transversal activity and contributes to potentially all issues of the MTPs from a research viewpoint.

The European network Skillsnet focuses on early identification of skill needs in Europe and beyond to detect, anticipate and monitor new and changing skill needs in enterprises and society. This activity is transversal covering a broad range of sectors, occupations and target groups and thus touches upon all priorities of Cedefop's MTPs: image and attractiveness of VET (first priority), quality and innovation (second priority), links with the

requirements of a knowledge society (third priority), and the needs of target groups and the labour market (fourth priority).

The *European journal of vocational training* contributes to more transparency on European vocational training systems, research and policies. By developing a positive European VET spirit, the journal promotes the image and attractiveness of the vocational route which is the first priority in Cedefop's MTPs. Further, with its transversal approach to publish articles on all issues relevant for VET, it contributes potentially to all priorities.

The Agora Thessaloniki provides a platform for dialogue and exchange allowing stakeholders and opinion-leaders in education and training to debate freely subjects of relevance – in particular issues emanating from research and the Lisbon-Copenhagen-Maastricht processes. Thus, agoras are of transversal character and contribute in principle to all Cedefop's MTPs 2006-08. The themes for 2006 have still to be decided depending on progress made in research and policy reporting in 2005-06.

Findings of the project on history of VET increase knowledge of the historical and cultural background of national VET systems and policies to develop a European social policy. The project enables policy-makers and researchers to gain a better understanding of the rationale behind European VET systems and developments. It also analyses how EU policies and programmes have contributed to developing and adapting national VET policies (and vice versa), in particular in times of economic restructuring. By drawing on past experiences the project has a transversal character and seeks particularly to improve image and attractiveness as well as future quality and innovation in VET systems as part of Cedefop's first and second priorities.

4. Area A: Budget (2006) ⁽¹⁾

Staff (FTE)				Total 2006	% ⁽²⁾	2005				% ⁽²⁾
A*	B*	C*	D*			A	B	C	D	
10.5	1.0	5.0				7.9		5		
Total Area A staff (Title 1)				1 360	14.21	1 264				13.32
Activity field 1: research and policy analysis				365		n.a.				
Activity field 2: research cooperation and exchange				778		n.a.				
Total (Title 3)				1 143	20.49	1 038				18.54
Titles 1 + 3				2 503	16.52	2 302				15.26

⁽¹⁾ In 2006 some tasks (policy reporting, statistics) with staff (two experts) and budgets have moved from Area B to Area A. In 2005, the respective amount was EUR 105 000. In the table above, this amount has been taken into account for 2005, to ensure comparability. The total budget of Area A will remain almost unchanged in 2006 compared to 2005.

⁽²⁾ Amount in % of total amount for title.

AREA B

Reporting and facilitating a concerted approach

1. General introduction to its activities

Area B's activities include descriptions of Member States' VET systems, and analyses, reports and updates on transnational VET issues and trends. Facilitating a concerted approach to VET involves promoting closer cooperation through networking and joint reflection to achieve a common understanding of key VET concepts. All activities draw on information provided by research, policy, practice and statistics from throughout Europe.

Objectives: to bring diverse sources of knowledge together into a coherent structure and develop up-to-date comparative data that highlight policy implications on a range of key issues and lay the foundations to share knowledge and experience. This is intended, in the context of the education and training 2010 work programme and the Copenhagen process, to promote debate and enable policy-makers to better relate and benchmark their activities in a European context, as well as to support policy-makers in reaching well-founded decisions on future actions. Synergy between VET and higher education (HE) needs special attention in all areas of the concerted approach.

Reporting and support work is carried out in-house, by commissioning studies, running or cooperating in networks and clusters of peer learning and study visits. All activities strive to ensure coherence and quality of output, although the means are different, ranging from reports and publications, organising events and providing comparable information through databases and statistics. Reporting covers the main Copenhagen/Maastricht priorities and will provide a solid source of information for monitoring progress and preparing the next review of the process in December 2006.

The table below lists policy support activities and indicates target audience, objectives, methods, output, timeframe and performance indicators. A short description of the links with the MTPs can be found in the section that follows the table. Finally, a budgetary overview is given (for a general overview see Annex I).

2. Specific activities

Activity field 1: reporting on VET developments

Main target audience: VET policy-makers, researchers and practitioners.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/expected impact
(a) eKnowVet	<p>Objectives Reporting online in the ETV on the following eKnowVet themes, received from ReferNet:</p> <ul style="list-style-type: none"> • theme 10 (financing) • theme 4 (IVET) • theme 5 (CVET) • theme 6 (training of VET teachers and trainers) • theme 3 (institutional framework) • theme 8 (accumulating, transferring and validating learning) (to be confirmed) • one additional theme (to be decided) • thematic overviews (editions 4 and 5) <p>Methods</p> <ul style="list-style-type: none"> • Draw up guidelines to collect information from ReferNet. • Analyse, comment and edit input and provide feedback to ReferNet. 	<ul style="list-style-type: none"> • 17-27 reports online for each theme. • Comparative analysis for themes 10 and 6 online. • Comparative analysis for themes 4 and 5 underway. <ul style="list-style-type: none"> • updated thematic overviews online (fourth edition). • thematic overviews (5th edition) underway. 	<p>end 2006</p> <p>end 2006</p> <p>end 2006</p> <p>end 2006</p>	<p>Measure the quantity and quality of easily accessible, up-to-date national and transversal data on VET; data used for evidence-based policy-making. Based on the results of a user survey carried out at the end 2005 assess how the database can be better tailored to users' needs.</p>

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
<p>(b) know- ledge system for lifelong learning (KS-LLL)</p>	<p>Objectives</p> <ul style="list-style-type: none"> • To provide information on policy initiatives on LLL. • To develop a knowledge system for lifelong learning (KS-LLL). • To foster interactivity and exchange. <p>Methods</p> <ul style="list-style-type: none"> • Building a knowledge base (sql-database) for LLL in close cooperation with DG EAC and Eurydice European Unit. • Combining the knowledge base with interactive tools and instruments on a website. • Facilitating peer learning within the virtual community of the KS-LLL. • Negotiating the different tasks and responsibilities of the main players (i.e. Commission, Cedefop and Member States). 	<ul style="list-style-type: none"> • A first web-based prototype of the knowledge base to be tested by those responsible for LLL in Member States. • Technical design of the interactive facilities of the KS-LLL and first feedback on it. • An agreement between the Commission and Cedefop on the organisational structure, administration, maintenance and financing of the KS-LLL. 	<p>spring 2006</p> <p>autumn 2006</p> <p>autumn 2006</p>	<ul style="list-style-type: none"> • End of year review of how data on policy initiatives can be put into the database online and online queries are possible. • An end of year review of the static and dynamic information and tools of the KS-LLL. Evaluation of how the virtual community is developing. • Successful organisation of at least one workshop for testing, feedback and decisions on further development. • An agreement for 2006-08 reached and signed.
<p>(c) Short descrip- tions</p>	<p>Objectives</p> <p>Reporting in hard-copy publications on the VET system of</p>	<ul style="list-style-type: none"> • Two Short descriptions (Panorama 	<p>Presidency-related</p>	<ul style="list-style-type: none"> • Assess the overall relevance to policy discussion and

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>the EU Presidency countries (Austria and Finland).</p> <p>Methods In cooperation with the ReferNet members, adapt the thematic overviews to make them suitable for hard-copy publication and enrich them with relevant and comparative new data.</p>	<p>series) on the Austrian and Finnish VET systems in three languages.</p> <ul style="list-style-type: none"> Two VET Info Point (VIP series) on the VET systems of the Presidency countries in three languages. 		<p>development in the EU.</p> <ul style="list-style-type: none"> Disseminate the publications at Presidency meetings and events.
(d) DGVTs	<p>Objectives Examine major current developments in VET in Member States and candidate and EEA countries for the DGVT meetings under each EU Presidency (disseminated through ETV).</p> <p>Methods Information collection and process via ReferNet and other sources (e.g. eKnowVet, Cedefop's publications, ETF input, etc.).</p>	Two reviews of VET developments.	Presidency-related	<ul style="list-style-type: none"> Assess the overall relevance to policy discussion and development in the enlarged EU. Disseminate two reviews at Presidency meetings and events.

Activity field 2: concerted approach and thematic networks

Main target audience: VET policy-makers and practitioners.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(a) TTnet – training of trainers network	<p>Objectives</p> <ul style="list-style-type: none"> • Contribute to the Maastricht priorities for VET teachers and trainers by establishing a coherent framework to support: <ul style="list-style-type: none"> – defining the professional profiles of VET teachers and trainers and their changing roles; – identifying their learning needs; – the main routes to their continuous professional development. • Strengthen the role of TTnet networks as national forums for discussion and concerted action on key priority themes for the professional development of VET teachers and trainers. • Optimise the flow of information and communication within the network and with existing networks that 	<ul style="list-style-type: none"> • Common principles on VET teachers' and trainers' training and qualifications. • Set of commonly agreed professional profiles. • Commonly agreed guidelines on the TTnet national networks' functioning and outcomes. • Up-to-date TTnet website and a dynamic virtual community. 	Jan.-Nov. 2006	<ul style="list-style-type: none"> • Assess the extent to which the common principles are discussed by key national stakeholders and disseminated at public events. • Evaluate the degree to which continuous professional development of VET teachers and trainers becomes a visible and significant feature of national VET policies.
			Jan.-Dec. 2006	<ul style="list-style-type: none"> • Review to what degree the guidelines are endorsed and implemented by TTnet national networks.
			2006	<ul style="list-style-type: none"> • Evaluate the increase in both the number of users and the relevance of the discussions.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>have similar targets and objectives.</p> <p>Methods</p> <ul style="list-style-type: none"> • Clusters of countries to analyse professional profiles. • Review networks' achievements, organisation and composition. • Peer learning meetings. • Thematic workshops. • Annual conference. 			
(b) Quality in VET	<p>Objectives</p> <p>To improve cooperation in quality assurance in VET by:</p> <ul style="list-style-type: none"> • providing support to the European network's work programme for quality assurance in VET (established in Dublin, October 2005); • raising awareness and promoting the implementation of the common quality assurance framework (CQAF); • testing the relevance of the CQAF. 	<ul style="list-style-type: none"> • Technical/scientific support for organising national events to promote CQAF : three countries, among those not represented in the former TWG (pending the countries' expressed interest and commitment). • Assessment paper based on the peer learning 		

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>Methods</p> <ul style="list-style-type: none"> • Meetings of the network and/or the network's board. • Four peer learning visits and an improved virtual community. 	<p>results and other reporting activities.</p> <ul style="list-style-type: none"> • Help prepare and follow up three or four meetings of the network/network's board. • Provide support to the first report on the network's activities. • Reports on visits and identify transferable elements. • Feedback from Member States, and sectors on the CQAF. • Publication of comparative analysis on the setting up and use of output standards in seven Member States (input to a peer 	<p>autumn 2006</p> <p>June-December 2006</p> <p>first half of 2006</p>	<ul style="list-style-type: none"> • Carefully monitor the exchange of information on the specific themes of the visits at EU level. • Evaluate a host country's quality system. • Measure the progress towards achieving impact in these areas based on the visit reports. • Contribute to raising awareness of the importance of quality in VET at EU level. Promoting the information flow on quality in VET among VC members and

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> • Studies/transversal analysis on: <ul style="list-style-type: none"> – QA sector approaches – analysis of results of the LdV projects on QA (second phase of implementation) – analysis of use of quality-indicators in training vulnerable groups (to be confirmed) • Dissemination/ awareness raising activities: <ul style="list-style-type: none"> – virtual communities; – publications. 	<p>learning visit).</p> <ul style="list-style-type: none"> • One or two additional reports to be selected at a later stage between the Commission, the network and Cedefop. • A report • First confidential outcome of the analysis available • First phase of the analysis completed. • Stock taking of related LdV project results and developing further information on new countries QA approaches. 	<p>second half of 2006 end 2006</p> <p>end 2006</p>	<p>cooperation and synergy between them.</p> <ul style="list-style-type: none"> • Measure the extent to which analysis of quality in VET has extended into the economic world, with emphasis on sectors and firms. • Evaluate the link between policy development and implementation of the LdV programme in quality assurance in VET. • Assess improvement in long-term access to training of various categories of vulnerable groups.
(c) Guidance	<p>Objectives</p> <ul style="list-style-type: none"> • Support Member States in implementing the Council Resolution on lifelong guidance (LLG). 	<p>Contribute to:</p> <ul style="list-style-type: none"> • three peer learning meetings on aspects of LLG (NB: these 	<p>Jan.-Oct. 2006</p>	<ul style="list-style-type: none"> • Monitor that reform of policies and systems for LLG provision commences/ continues in Member States

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> • Position guidance provision within national LLL and workforce development strategies. • Follow up the Maastricht communiqué national level priorities. <p>Methods</p> <ul style="list-style-type: none"> • Promote application of the common guidance tools agreed at European level (common aims and principles of LLG provision) including via Cedefop study visits, peer learning activities, ETV guidance web pages and virtual community. • Test and refine the draft guidance tools developed (common reference points for quality assurance systems for guidance provision in Europe, key features of a systems model of LLG for European countries). • Develop necessary new tools (e.g. indicators and benchmarks for guidance) via 	<p>meetings depend on the Commission creating a learning cluster or guidance);</p> <ul style="list-style-type: none"> • international symposium on guidance policy development (Australia); • Finnish Presidency conference on guidance; • proposal for a quality assurance framework for guidance provision; • draft set of indicators and benchmarks for guidance submitted to the Standing group on indicators and benchmarks; • study of sectoral approaches to workplace guidance underway; • discussions on workplace guidance 	<p>April 2006</p> <p>Nov. 2006</p> <p>end 2006</p> <p>end 2006</p> <p>mid-2006</p> <p>end 2006</p>	<p>(driven by applying common principles and priorities of the resolution).</p> <ul style="list-style-type: none"> • Review the degree to which LLG provision is becoming visible and significant in national lifelong learning strategies. • Monitor that the importance of LLG provision to achieve the goals of education and training 2010 work programme is maintained. • Progress in achieving impact in these three aspects will be assessed mainly by: • Member States and Commission/ Council reports on implementing the education and training 2010 work programme and enhanced cooperation in the VET process; • reports and output arising from peer learning activities and the Finnish Presidency conference.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>studies and analysis.</p> <ul style="list-style-type: none"> Review Member States' progress in implementing the guidance resolution through an EU conference of the Finnish Presidency and follow-up of the education and training 2010 national reports. 	<p>strategies launched with European social partners.</p>		
(d) Transparency and Europass	<p>Objectives In close cooperation with the Commission, support and further develop implementation of Europass.</p> <p>Methods</p> <ul style="list-style-type: none"> Promote information about and communication with and between stakeholders, especially national Europass centres (NECs), through the Europass portal and the virtual community (VC). Synergy with working groups on related projects (e.g. CEN) to improve the Europass portal. Promote the Europass tools to interested external partners (e.g. private companies). 	<p>An electronic tool for NECs to administer the Europass mobility (EM) documents.</p> <p>Contribute to:</p> <ul style="list-style-type: none"> integrate the Europass CV into the new Eures system platform to be developed by DG Employment; implement the diploma supplement. <p>A VC to cater for the needs of the various target groups: NECs, competent bodies for the diploma</p>	to be specified with DG EAC	Monitor how electronic tools/resources are optimally used to disseminate Europass instruments and meet the needs of users and stakeholders.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
		supplement and certificate supplement training providers, etc.		
(e) Validation of non-formal learning	<p>Objectives To assist the Commission in supporting and further developing policies and methods for validating non-formal and informal learning in Member States.</p> <p>Methods In agreement with DG EAC, provide support to the relevant 'thematic cluster' (peer learning, study visits, etc.).</p>	<ul style="list-style-type: none"> • Inventory updated and further developed (in agreement with DG EAC). • Develop indicators and statistics on non-formal and informal learning in cooperation with DG EAC and Eurostat. • VC maintained and developed. • Contribute to peer learning through the study visits programme. 	ongoing	Assess the value of setting up an active 'community of practice' which supports use of common principles, exchange of good practice, and increases awareness of key issues.
(f) European qualifications framework (EQF)/ European credit transfer in VET (ECVET)	<p>Objectives Technical and professional support to the European Commission (DG EAC) in preparing policy recommendations on:</p> <ul style="list-style-type: none"> • a European qualifications 	<ul style="list-style-type: none"> • Animating and reporting on two virtual communities, one on EQF and one on ECVET. 	first half of 2006	Contribute to implementing the rolling programme on education and training in line with the Bologna and Copenhagen processes as well as with the mandate of

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>framework for LLL (see consultation document from July 2005);</p> <ul style="list-style-type: none"> • a European credit transfer and accumulation system for VET and/or LLL. <p>Methods</p> <ul style="list-style-type: none"> • Assessing the outcomes of Member States' and experts' consultation on both issues. • Studies and expertise linked to tests, case studies and experiments on credit systems. • Animating and reporting on exchanges within virtual communities. 	<ul style="list-style-type: none"> • Contribute to analysis of reactions of stakeholders and experts to consultation document on the EQF and on ECVET test phase and/or LLL. • Follow up work on sector initiatives and advising Member States on implementing the Council and EP recommendations. 	second half of 2006	the Maastricht communiqué from December 2004.
(g) e-learning	<p>Objectives</p> <ul style="list-style-type: none"> • To examine the contribution of technology-supported learning (TSL) to LLL and to provide technical and professional support to DG EAC in preparing policy recommendations for e-learning, in particular the communication on ICT for LLL in 2006 and the technical standards for 	<ul style="list-style-type: none"> • Reports on online thematic surveys. • Pilot studies on improving skill levels and promoting inclusion through e-learning and e-skills. 	2006	<ul style="list-style-type: none"> • Four online surveys and one pilot study carried out. • Adequate electronic and hardcopy dissemination of outcomes assured.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>e-learning (learning technologies standards).</p> <ul style="list-style-type: none"> To promote further development of e-learning. <p>Methods</p> <ul style="list-style-type: none"> Promote e-learning development visibility at events, research journals and networking with international organisations (e.g. Unesco, OECD). 	<p>Input for European conferences, seminars and workshops as well as articles in journals.</p>		<p>End of year review of the overall progress in the development, maintenance and updating of the European observatory on e-learning in the European training village to ensure sustainable dissemination of results and to build on existing networks to continue the work of the initial Helios project.</p>
(h) e-skills	<p>Objectives</p> <ul style="list-style-type: none"> To promote cooperation between the main stakeholders of e-skills. To support follow-up to the European e-skills forum. <p>Methods</p> <ul style="list-style-type: none"> Offer physical and virtual places for meetings, discussion and cooperation. Provide up-to-date information on e-skills. 	<p>E-skills conference in close cooperation with the Commission (DG ENTR).</p> <p>Prepare two issues of the European e-skills newsletter and an e-skills webpage as an EU portal.</p>	<p>2006</p> <p>one issue per semester in 2006</p> <p>online in Sept. 2006</p>	<ul style="list-style-type: none"> Monitor success in reaching the main stakeholders through their participation in a European e-skills conference 2006 and/or in two workshops dealing with prediction studies or scenarios on supply and demand of e-skills in Europe. Issues 5 and 6 of the European e-skills newsletter shall be published

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
				both electronically and in hard copy. <ul style="list-style-type: none"> • Set up a new website 'e-skills in Europe' as a portal with strong links to the virtual community on e-skills.

3. Area B contribution to the medium-term priorities 2006-08

Area B's work programme for 2006 is directly derived from Cedefop's MTPs 2006-08 and all the area's tasks contribute to varying degrees to the four priorities that Cedefop has set.

For example, Area B's work in supporting the Commission in establishing a European qualifications framework and a European credit transfer system for VET, as well as in implementing the Europass instruments, will provide a major contribution to achieving the first of Cedefop's MTPs: 'Promoting the image and attractiveness of the vocational route for employers and individuals, to increase participation in VET'.

Area B's quality assurance activities and, especially its contribution to the newly established European network for quality assurance in VET, will give an important input to Cedefop's second priority 'Achieving high levels of quality and innovation in VET systems to benefit all learners and make European VET globally competitive'.

Promoting sector-specific qualifications and skills frameworks will make a significant contribution to Cedefop's third priority 'Linking VET with the knowledge economy's requirements for a highly skilled workforce'.

Area B's activities in supporting implementation of common European principles for identifying and validating non-formal learning will be a key contribution to achieving Cedefop's fourth priority 'Addressing the needs of low-skilled and disadvantaged groups to promote social cohesion and increase labour market participation'.

Many of Area B's tasks are transversal and contribute to all four priorities mentioned above. Examples include activities in the following fields: establishing a knowledge system on LLL, eKnowVet online reporting, especially the thematic overviews, the training of trainers network and follow-up to the Council resolution on guidance throughout life.

4. Area B: Budget (2006)

Staff (FTE)				Total 2006	% (1)	2005				% (1)
A*	B*	C*	D*			A	B	C	D	
15.5	1.0	6.0				17.5	1.0	7.5		
Total Area B staff (Title 1)				1 640	17.14	2 004				21.12
Activity field 1: reporting on VET developments				430						
Activity field 2: concerted approach and thematic networks				1 030						
Total (Title 3)				1 460 (2)	26.17	1 575				28.14
Titles 1 + 3				3 100	24.46	3 579				23.72

(1) Amount in % of total amount for title.

(2) The decrease in Area B's total budget for 2006 is due to the projects 'Policy report' and 'Statistics' (total budget EUR 105 000) being moved from Area B to Area A.

AREA C

Exchange and supporting partners

1. General introduction to its activities

Area C provides a forum for all Cedefop's partners and other stakeholders responsible for VET matters in Europe. Equally, the Centre supports exchanges and debate on themes of common interest at EU level among policy-makers, and in particular the social partners. These activities are becoming increasingly important as all actors play a fundamental role in implementing and using the results of the Copenhagen process.

Objectives: to arrive at a common and shared understanding of VET matters in providing information and a platform for exchange on key issues. VET is characterised by a diversity of interests and competences, large differences between VET systems and sometimes by a lack of knowledge of the situation in other countries. Balancing those interests and arriving at a common and shared understanding of VET is important both for those involved and for European integration.

All activities will strive for coherence of issues addressed as well as quality and relevance of output, although the means are different, ranging from study visits, dissemination of reports and publications, and providing information through databases and web tools.

The table below lists the exchange and support activities and indicates target audience, objectives, methods, output, timeframe and performance indicators. How these relate to the MTPs can be found in the section that follows the table. Finally, a budgetary overview is given (for a general overview see Annex I).

2. Specific activities

Activity field 1: managing LdV II study visits programme

Main aim: Area C works to encourage discussion, exchange and mutual learning through managing the Leonardo da Vinci (LdV) study visits programme on behalf the European Commission in close cooperation with the DG EAC and national liaison officers (NLOs) in 31 countries. Efforts to cooperate and coordinate the activities of the study visits programme with the Socrates programme through ARION will be intensified.

Target audience: national and regional public authorities, representatives of unions, representatives of employers' organisations, researchers, heads of vocational training centres/organisations, training providers, town councillors, regional/local administrators local development agencies, company training officers, human resource officers, managers of SMEs, representatives of chambers of commerce, industry, crafts, etc.

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
(a) manage the Leonardo da Vinci study visits programme	<p>Objectives Encourage exchanges and discussion among those responsible for vocational training on subjects of common interest at European level.</p> <p>Methods Ensure effective and efficient coordination and good quality of the study visits through:</p> <ul style="list-style-type: none"> • cooperating with and supporting NLOs; 	Guidelines provided to NLOs for strategic (policy,	<p>whole year (following the programme management cycle)</p> <p>twice a year</p>	About 800 participants representing more than 30 European countries participate in about 66 study visits.

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> supporting participants; 	<p>planning, dissemination) and daily management activities.</p> <p>Application forms collected and groups formed. Feedback (comments and suggestions) provided to NLOs on the content of visits programmes.</p> <p>Groups formed to ensure adequate representation in all study visits.</p> <p>Grants paid to participants.</p> <p>Participants provided with timely updated background information on the theme of the visit with specific focus on EU perspectives and developments.</p>	whole year	<p>An annual review on results and recommendations presented and disseminated at the NLO-TSA annual meeting, website and in Cedefop publications (<i>Cedefop Info</i>, <i>European Journal</i>).</p>

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> regular analysis of data with existing assessment tools; improving web management tools in cooperation with the IT department. disseminating and capitalising on results of study visits. 	<p>End of visit reports, NLO-TSA (technical support agency) assessment reports and individual questionnaires collected and analysed.</p> <p>OLIVE (study visits web management tool) effectively functioning and linked to other Cedefop software tools and websites.</p> <p>Discussion held on the state of play of the selected themes.</p> <p>Results of the study visits on the selected themes made available to participants and wider public.</p>		<p>OLIVE continuously used as a common platform by Cedefop, hosts and participants for preparation, daily management of study visits and dissemination of information.</p> <p>Synthesis seminar on the role of higher education in providing VET.</p>
(b) using the Leonardo da Vinci II study visits programme	<p>Objectives</p> <p>Contribute to the mutual learning and peer review framework of the education and</p>	<p>Support in preparing the content of study visits provided to</p>	<p>three a year</p>	<p>Three study visits for peer learning organised:</p> <ul style="list-style-type: none"> ‘Förderung von Benachteiligten in

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
to support mutual learning and peer review	<p>training 2010 work programme and DGVTs.</p> <p>Methods Organise pilot peer learning activities.</p>	<p>host countries of pilot study visits in cooperation with the Commission and experts.</p> <p>Information on the selected themes collected and made available to stakeholders and wider public.</p> <p>Increased participants' awareness of policies and practices in other countries on the selected themes.</p>		<p>der beruflichen Bildung' (Germany, March);</p> <ul style="list-style-type: none"> • 'Reconnaissance des personnes à faibles qualifications' (Portugal, May); • 'Improving contacts between teachers and work life' (Finland, October). <p>A workshop on 'Improving investment in VET' organised in the spring.</p> <p>Evaluate policy development in participant countries on the selected themes.</p>
(c) contribute to preparing the LLL programme's activities	Help develop an effective and efficient management framework for the new study visits programme.	Working groups formed and discussions held between DG EAC, Cedefop, NLOs.	whole year	Make proposals on future management of the study visits programme to present to the Commission working group.
(d) involve candidate and potential candidate countries in the	Increase participation of these countries in cooperation with ETF by using the Phare envelope.	Support provided to these countries in organising their study visits.	whole year	Minimum 15 participants from these countries to participate in study visits.

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
study visits programme		VET experts identified in these countries through liaising with ETF.		
(e) promote participation of representatives of groups for which no other Community programme exists, such as the social partners	Increase the participation of social partners in cooperation with Governing Board members, UNICE and ETUC as coordinators of social partner organisations.	NLOs informed of the importance of proportionate participation of social partners in the programme. Additional quota allocated to social partners' representatives for participation in study visits.	whole year	40 % of study visit participants represented by social partners.
(f) contribute to the sectoral approach in VET	Increase the number of study visits on specific sectors.	Support NLOs in preparing the content of study visits in specific sectors. Adequate number of participants from specific sectors in study visits groups.	whole year	Minimum 15 study visits organised by sector, specifically agriculture, food, banking and finance, sports and tourism.

Projects	Objectives and methods	Output (provided human resources are available)	Timeframe	Performance indicators/ expected impact
(g) increase links and synergy with the LdV II programme	Contribute to implementation of the priorities of the LdV II programme and the masterplan 2004-06.	Follow the work of the information, communication and valorisation (ICV) network.	whole year	Organise study visits according to the same priorities as the LdV programme. Participate in the ICV network and contribute to its work. Participate in LdV committee meetings.

Activity field 2: familiarising candidate countries

Area C is responsible for coordinating the smooth integration of candidate countries into Cedefop activities in cooperation with the ETF.

Objective: smooth integration of candidate countries into Cedefop activities and familiarise Cedefop staff with those countries

Target audience: all VET stakeholders (policy-makers, researchers, social partners) in candidate countries.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(a) Implement the cooperation agreement with ETF	<p>Objectives Complementarity of the two agencies.</p> <p>Methods Cooperative working method on specified and needed VET research fields in EU and candidate countries.</p> <p>Implementing the exit/entry strategy for Bulgaria and Romania.</p>	<p>Implement agreement and its monitoring.</p> <p>Report to the European Parliament (EP) in June 2006 and to the Governing Board in October 2006.</p> <p>Implement the exit/entry for</p>	MTPs 2006-08	<p>Report to the EP.</p> <p>The ETF-Cedefop joint work programme.</p> <p>The study and its publication.</p>

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	Improve cooperation with Bulgaria and Romania VET stakeholders.	Bulgaria and Romania.		
(b) Report on the familiarisation process and use of the two Phare subsidies	<p>Objectives Smooth integration of candidate countries.</p> <p>Methods Joint working group Cedefop-ETF (two meetings).</p> <p>Draw up and execute a familiarisation programme for the remaining candidate countries (Bulgaria, Romania and Turkey).</p>	<p>Implement agreement and its monitoring. Reports to the EP in 2006-07.</p> <p>Impact of the results on national strategies for VET in Bulgaria and Romania.</p> <p>Phare interim and final reports 2006, 2007.</p>	Phare 2005-07	Phare interim reports.

Activity field 3: [support and service to stakeholders](#)

Area C also supports exchanges and debate on diverse themes among policy-makers responsible for VET matters in Europe and in particular the social partners. For the social partners, Area C provide support through regular data collection and analysis, with specific focus on the sectoral approach.

Main aim: to meet the needs of the Advisory Committee for Vocational Training (ACVT) and support the social dialogue at EU level (UNICE, ETUC, CEEP).

Target audience: sectoral, national and European actors of the social dialogue, national and European actors at sectoral and cross-industry levels or public authorities involved in implementing sectoral approaches for LLL.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/expected impact
(a) sectoral qualifications database	<p>Objectives Provide updated information.</p> <p>Methods Feed sectoral approach database with LDVII projects and other initiatives.</p>	Tool for interested partners to learn more about initiatives in specific sectors in the EU.	Whole year	Assess progress in creating and hosting a publicly accessible database.
(b) manage virtual community (VC) on sectoral approach	Manage VC in cooperation with animator.	Active use of VC as an exchange platform.	Whole year	Monitor increased debate in the VC.
(c) carry out analysis of sectoral approaches in the EU	Complete working paper started during the UK Presidency by consulting stakeholders.	Paper.	First semester 2006	Publication of a reference document on sectoral approaches in Europe.
(d) support sectoral approaches in Cedefop policies	Consulting relevant colleagues and cooperate with DG EAC on implementing the Maastricht priorities and with activities carried out under other headings (EQF; ECVET; validation of non-formal learning, etc. ...) in close cooperation with Areas A and B.	Coherent Cedefop policies.	Whole year	End of year review of improvement in coordination of sectoral approaches which serve different subgoals.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(e) support European Commission services	Cooperate with DG EMPL D1 (sectoral social dialogue), DG ENTR and DG EAC.	Participate in working groups, events organised by EC.	Whole year	Assess increased coherence in European sectoral policies for LLL.
(f) develop contacts with social partners and other stakeholders, particularly in the new Member States	Update and enlarge to 25 Member States the study made in 1996 <i>Cedefop and social partners</i> (Panorama). Networking and participating in various events.	Better understand the needs of stakeholders and inform them of Cedefop activities.	Whole year	Present the study to the Governing Board. Monitor the effectiveness of the exchange of information and opinions between partners and Cedefop.
(g) participate in the working group on social inclusion	Participate in the working group.	Depends on the working group.	Whole year	Depends on the working group.
(h) social partners web house	Objectives Provide updated information. Methods Develop Cedefop as a platform and tool for action by stakeholders.	Agri-food results survey.	2006	Satisfaction survey.
(i) framework of actions for LLL on competences & qualifications on study visits	Objectives Provide, enable and value learning. Methods Work-related learning and human resource development as	Forthcoming seminar.	2006	Seminar. Disseminate results.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	transversal theme in the study visit programme.			
(j) design survey for use in other sectors	<p>Objectives Support networks and partnerships in an enlarged EU.</p> <p>Methods (Based on agri-food survey results), participation on Evaluation process of Framework of Actions, support the enhanced cooperation and the objectives process.</p> <p>Cooperation and partnership through the social dialogue with and between the social partners.</p> <p>Coordinated approach to education and training activities.</p>	<p>Design database: LDV-EQUAL-Socrates.</p> <p>Mapping and matching practices from the database.</p>	2006-08	Survey
(k) Report on agreements with social partners on LLL in Lisbon context	<p>Objectives ETUC/UNICE cooperation (Equal opportunities, older workers, SMEs and LLL and working time).</p> <p>Methods Studies/survey call for tender on LLL and working time.</p>	<p>Satisfaction survey: conclusions.</p> <p>Analyse evaluation results of projects group.</p>	2006-08	Satisfaction survey.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>Strengthen synergy with and support for the LdV II programme.</p> <p>Consolidate integration of new Member States and candidate countries into all Cedefop activities including the thematic knowledge management system.</p> <p>Ensure useful and high-quality service to stakeholders.</p>			
(l) strengthen links and promote projects with other institutions concerned with social partners activities	Build common action for managing of change in the workplace at national, regional, sectoral and enterprise levels with the Dublin Foundation.	Conference.	2006	Produce a final report (plus other results).

3. Area C contribution to the medium-term priorities 2006-08 (including transversal tasks)

Area C's work programme for 2006 is directly derived from Cedefop's MTPs 2006-08.

The four themes:

- promoting the image and attractiveness of the vocational route for employers and individuals, in order to increase participation in VET,
 - achieving high levels of quality and innovation in VET systems to benefit all learners and make European VET globally competitive,
 - linking VET with the labour market requirements of the knowledge economy for a highly skilled workforce,
 - addressing the needs of low-skilled and disadvantaged groups to promote social cohesion and increase labour market participation,
- are covered by study visits 2006 including the peer learning approach.

Vocational training specialists from candidate countries and social partners will be invited to these study visits.

The sectoral approach is directly related to linking VET with labour market requirements of the knowledge economy for a highly skilled workforce.

4. Area C: Budget (2006)

Staff (FTE)				Total 2006	% (1)	2005				% (1)
A*	B*	C*	D*			A	B	C	D	
6	2	6	-			6	2	7	1	
Total Area C staff (Title 1)				873	9.12	1 012				10.67
Activity field 1: LDV II study visits programme				1 245		1 275				
Activity field 2: integrating candidate countries				30		30				
Activity field 3: support and service to stakeholders				150		130				
Total (Title 3)				1 425	25.55	1 453				25.63
Titles 1 + 3				2 298	15.17	2 447				16.22

(1) Amount in % of total amount for title.

AREA D

Information, communication and dissemination

1. General introduction to its activities

Area D is a transversal area supporting other areas and external users. It prepares other areas' products for publication, promotion and dissemination.

Area D will provide support for the main priorities through activities to raise the visibility of the output from Cedefop projects. The overall strategy of Area D is to disseminate relevant information to stakeholders and raise awareness by a balanced communication policy and to support policy development and knowledge sharing.

Considering Cedefop's priorities, Area D will concentrate its activities on:

- producing and disseminating printed and electronic information;
- raising awareness of key VET issues on our websites for knowledge sharing;
- linguistic and terminological support;
- conducting a proactive communication policy;
- raising awareness of and monitoring the impact of Cedefop products and services.

Objectives: to serve stakeholders proactively and raise the Centre's profile through a balanced range of information services and publications, which are translated in accordance with the language rules of the European Union and Cedefop's capacity to contribute to them. The aims of Cedefop's information and communication policy include serving a wide audience comprising policy-makers, partners, researchers and practitioners at European and national levels, by providing them with relevant information on key issues, increasingly through electronic publication and distribution methods. In the period 2006-08 effective dissemination will receive special attention; closer collaboration with the European Commission and other stakeholders is needed.

Activities are carried out in-house, by commissioning studies and by running or cooperating in networks, or by using external contractors for design and printing of publications.

The table below lists information, communication and dissemination activities. It indicates target audience, objectives, methods, output, timeframe and performance indicators. A short description of the relations with the MTPs can be found in the section that follows the table. Finally, a budgetary overview is given (for a general overview see Annex I).

2. Specific activities

Activity field 1: organising effective dissemination of high quality hard-copy and electronic publications

Target audience: all Cedefop stakeholders.

Projects	Objectives and methods	Outcomes	Timeframe	Performance indicators/ expected impact
(a) management of Cedefop publications in electronic format	<ul style="list-style-type: none"> • Upload all Cedefop's publications to the VET-eLib database on the digital library server. 	<ul style="list-style-type: none"> • Link Cedefop's electronic bookshop with VET-Bib bibliographic database. 	June 2006	<ul style="list-style-type: none"> • Measure the increase in the number of downloads and orders through the web for Cedefop's publications.
(b) targeted service for all our stakeholders	<ul style="list-style-type: none"> • Serve better the information needs of Cedefop's users by carrying out a survey. 	<ul style="list-style-type: none"> • A series of recommendations on how to improve Cedefop's products & services. 	April 2006	<ul style="list-style-type: none"> • Monitor increase in users and quality feedback.
(c) system for the dissemination of all Cedefop publications	<ul style="list-style-type: none"> • Facilitate easier purchase of Cedefop's publications. 	<ul style="list-style-type: none"> • Explore linking to e-commerce facilities of sales agents of the Publications Office. 	July 2006	<ul style="list-style-type: none"> • Evaluate the purchases of Cedefop's priced publications over the web. • Measure the increased use of Cedefop's services

Projects	Objectives and methods	Outcomes	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> Increase the number of subscriptions to the <i>European journal of vocational training</i>. 	<ul style="list-style-type: none"> Develop and implement a marketing plan for promoting the journal. 	Sept. 2006	<p>in terms of subscriptions to Cedefop info and distribution of publications in the countries visited.</p> <ul style="list-style-type: none"> 10 % increase in subscriptions.

Activity field 2: raising the profile of Cedefop and its products and services

Target audience: all Cedefop stakeholders.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(a) integrate the ETV, the Cedefop website, the virtual communities and the knowledge management approach into a high quality e-media system	<ul style="list-style-type: none"> Re-structure ETV news items' database. Reorganise the Cedefop corporate information web pages in terms of content and structure. Increase the visibility of the eKnowVet database content. Ensure the interoperability between systems. 	<ul style="list-style-type: none"> Set up a comprehensive news service. Disseminate news collected by the library and Cedefop corporate information as part of the portal. Provide a monthly online newsletter. Provide institutional 	March 2006	<ul style="list-style-type: none"> Assess the increase in users of Cedefop's news information services and of the website as a whole. Channel the process of collection and dissemination of news items stored in one single database which offers different display possibilities.

Projects	Objectives and methods	Outcomes	Timeframe	Performance indicators/ expected impact
		<p>information on Cedefop.</p> <ul style="list-style-type: none"> • Develop and implement a awareness and marketing plan. • Consolidate the use of metadata and controlled vocabulary list derived from the European training thesaurus. 	<p>Dec. 2006</p> <p>Dec. 2006</p>	<ul style="list-style-type: none"> • Consolidation of the technological platform to a high quality e-media system. • Extend the use of the Controlled vocabulary list.
(b) exchange of information among all VET experts	<ul style="list-style-type: none"> • Improve the overall usefulness through integrating the following databases: ERObase, VET-Instit and Acronyms database. 	<ul style="list-style-type: none"> • Re-structure and enhanced the training institutions database VET-Instit. • Re-structure and enhanced the acronyms database. 	<p>April 2006</p> <p>June 2006</p>	<p>Ensure interoperability between these databases.</p>
(c) enhanced solution for inter-activity	<ul style="list-style-type: none"> • Management of a number of streamlined thematic virtual communities related to policy issues at European level. 			

Projects	Objectives and methods	Outcomes	Timeframe	Performance indicators/ expected impact
	<ul style="list-style-type: none"> • Continue to contribute to the European knowledge society. 			
(d) pro- motion and public relations policy for raising aware- ness and visibility of Cedefop's products	<ul style="list-style-type: none"> • Develop and implement a awareness and marketing plan. • Prepare an overall PR strategy for Cedefop. • Improve relations with the press. • Plan attendance at a series of conferences. 	<ul style="list-style-type: none"> • Set up a network of journalistic support to write articles and press releases. • Develop a network of journalist contacts. • Attend events to raise Cedefop's profile, sharing DG EAC's stand facilities. 	<p>Dec. 2006</p> <p>Dec. 2006</p> <p>June 2006</p>	<ul style="list-style-type: none"> • Evaluate quantity and quality of periodic issues of press releases by Cedefop on developments in VET in Europe. • Publication of more articles on Cedefop's work in specialist press.

Activity field 3: provide selected documentation of high quality

Target audience: all Cedefop stakeholders.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(a) manage and improve the Library and document ation service	In the framework of our Total quality management system, the developments will strictly follow the ISO 9001 methodology and procedures.	<ul style="list-style-type: none"> • New Aleph OPAC interface. • More SDI using Aleph facilities. • Develop and implement a awareness 	Sept. 2006	<ul style="list-style-type: none"> • User satisfaction survey and yearly impact analysis.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
		and marketing plan. <ul style="list-style-type: none"> • Redesign the library's websites. • Attend specialised events to raise the library's profile. 		
(b) improve the Total quality management system (TQMS) procedures	Internal quality audits and quality management review.	<ul style="list-style-type: none"> • Maintain the ISO 9000-2001 Quality Management Certification of the Library. • Collect statistics on use of library products and services. • Document library procedures and actions to prevent or correct procedures. 		<ul style="list-style-type: none"> • Annual and continuing assessment of our ISO 9001-2000 certification by BSI (British Standards Institute).
(c) develop the content of databases and semantic interoperability	In line with the recommendations of GEN workshop agreement on use of controlled vocabularies for a learning society (CWA 14871).	<ul style="list-style-type: none"> • Index all Cedefop publications. • Index publications from Cedefop's associated partners. 	Dec. 2006	<ul style="list-style-type: none"> • Monitor number of information services indexed by descriptors from the European training thesaurus.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
		<ul style="list-style-type: none"> • Analyse and simplify the content of the training institutions database VET-Instit • Cooperate closely with ReferNet and provide training and support to develop a well balanced and high quality data collection. 		
(d) European training thesaurus	Update the thesaurus.	<ul style="list-style-type: none"> • Translation into EL, IT, MT, PL, PT, ES. • Develop a multilingual online version of the thesaurus. 	Dec. 2006	<ul style="list-style-type: none"> • Increase number of official EU languages in which the thesaurus is available.
(e) increase the role and impact of ReferNet (European network of reference and expertise) in VET	Pursue ongoing improvement in administration, management and animation of the network.	<ul style="list-style-type: none"> • Further development of XR (ReferNet extranet). • Increasing number of processes/workflows managed on Cedefop's integrated 	ongoing	<ul style="list-style-type: none"> • Visibility of ReferNet, see Yearly impact analysis. • Number of activities completed. • Number of bibliographical records.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>Enhance national, regional and trans-national collaboration through the set-up and administration of specific workspaces.</p>	<p>Enterprise content management system.</p> <ul style="list-style-type: none"> • Extension of the number of ReferNet related procedures in ISO certified library and documentation quality management system. • Maintain and update existing workflow procedures. • Facilitate regional meetings. • Familiarise candidate countries with ReferNet tasks before accession in 2007. <p>A growing number of topical and geographical collaboration workspaces.</p>		

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
	<p>Reinforce the role of ReferNet as Thematic master network in VET.</p> <p>Promote and increase the effective dissemination of Cedefop/ReferNet contributed products and services at European and national level.</p> <p>Extend search strategies on hot VET topics.</p>	<p>Proposal for integration of ReferNet in the new EU programme.</p> <p>Extend the national ReferNet websites activity.</p> <p>Restructure and redesign of ReferNet section on Cedefop corporate website.</p> <p>Compilation of new profiles:</p> <ul style="list-style-type: none"> • eKnowVet 11 thematic profiles; • ERO profile; • Partner Organisation Profile. 	March 2006	<ul style="list-style-type: none"> • More visitors, more hits/page views on national websites, more Cedefop products promoted at national level. • Increasing number of quality ReferNet national websites.
(f) raising awareness of library products and services	<p>Develop a marketing plan for the library's products and services.</p>	<p>Increase the number of subscribers to the library's monthly mailing lists.</p> <p>Increase the number of visitors to the library's databases.</p>		<ul style="list-style-type: none"> • More subscribers to mailing lists, more online visitors; more users, more web links.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
(g) reference desk services - answer user queries	Improve quality and speed of providing answers to internal and external user requests.	<ul style="list-style-type: none"> • Revise standard letters. • Provide an online FAQ service. • Improve the workflow of incoming queries by using Livelink. • Improve statistical indicators through using Livelink. 		<ul style="list-style-type: none"> • More questions answered, faster answering service, more positive feedback: annual use report.
(h) cooperation with libraries and library associations	<p>Improve cooperation with library association.</p> <p>Improve cooperation with libraries in Greece.</p>	<p>Identify library associations and become a member.</p> <p>Present papers at library conferences.</p> <p>Participate in library events.</p>		<ul style="list-style-type: none"> • Annual report on active membership with professional associations and on results of cooperation.
(i) providing news services to all stakeholders	Improve all activities related to providing news to Cedefop's stakeholders.	Identify all relevant news services, monitor daily, select relevant information and provide summary to target groups through		

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
		<p>different channels.</p> <p>Provide an up-to-date, high quality news service for ETV's front page.</p> <p>Develop a highly respected ETV-newsletter by providing quality information.</p> <p>Enhance ReferNet ExtraNet privileged information channel.</p> <p>Explore the use of SDI services to push news to target audiences.</p>		

3. Area D contribution to the medium-term priorities 2006-08 (including transversal tasks)

Area D will support Cedefop's main priorities through transversal activities, which will raise the visibility of the output from projects. The overall strategy of Area D is to disseminate relevant information to stakeholders and raise awareness by a balanced communication policy and to support policy development and knowledge sharing.

In keeping with Cedefop's priorities, Area D's main tasks will be to:

- establish a system for collecting comparable information on VET systems;
- produce and disseminate printed and electronic publications;
- raise awareness on key VET issues on our website for knowledge sharing;
- conduct a proactive communication policy;
- provide linguistic and terminological support;
- raise awareness and monitor the impact of Cedefop products.

4. Area D: Budget (2006)

Staff (FTE)				Total 2006	% (1)	2005				% (1)
A*	B*	C*	D*			A	B	C	D	
10.75	15.00	11.00	2.00			10.25	15.75	11.50	3.00	
Total Area D staff (Title 1)				3 083	32.22	2 515				26.51
Activity field 1: publications				325						
Activity field 2: electronic media				344						
Activity field 3: library, documentation, archives and ReferNet				771						
Total (Title 3)				1 440	25.82	1 450				25.90
Titles 1 + 3				4 523	29.86	3 965				26.28

(1) Amount in % of total amount for title.

AREA E

Directorate, administration, facilities and resources

1. General introduction to its activities

Area E provides the general management and infrastructure for the centre's efficient operation. It includes human resources, professional training (including teamwork, quality assurance, peer review), budgetary, legal and contractual, IT/telecommunications and technical support services as well as conference facilities. It is developing a coherent strategy for the optimal development and management of Cedefop's human resources.

Objectives: to provide executive management and an infrastructure allowing the whole centre to carry out its priorities and work efficiently. Following the external evaluation, the Director will implement follow-up action.

The Directorate has the general mission of executing the medium and long-term strategic goals set by the Governing Board in close cooperation with all parties concerned, adapting work to changes in VET-related domains, prioritising work and managing and motivating the staff. The work is carried out in conformity with the founding Regulation and the financial rules. Because of the general tasks the tables below are related to main activities and not as before to the priorities.

Most activities are carried out in-house or in cooperation with the Commission and other institutions. All activities will strive to ensure coherence and quality and relevance of output.

The table below lists activities and indicates target audience, objectives, methods, output, timeframe and performance indicators. A short description of the relations with the MTPs can be found in the section that follows the table. Finally, a budgetary overview is given (for a general overview see Annex I).

The work programme 2006 for Area E is based on the MTPs 2006-08. The work relates to:

- management, planning, reporting and evaluation;
- administration;
- physical infrastructure.

In 2006, some specific aspects will play a role:

- arrival of the new Director for whom 2006 will be the first full year and the start of the new MTPs;
- an action plan as follow-up to the IAS audit on the internal control standards will have to be implemented (see Annex III);
- results of the periodical external evaluation organised by the European Commission will become available;
- renovations are necessary to the office infrastructure which are beyond the normal scope of annual maintenance in 2006. This concerns damage due to earth movement, water leakage and sunlight. Additional works will be necessary to provide sufficient office space for short-term demand. A longer-term solution depends on a decision for an extension to the building. In 2006, alternative proposals will be prepared and presented to help make a decision;
- as part of its coordination function, the directorate will further develop and extend the KMS (knowledge management system) and support the role of ReferNet through thematic networking.

2. Management and internal control

General for 2006	Director will inform the Governing Board regularly of transfers of appropriations (Article 37).
January	The Bureau will consider: <ul style="list-style-type: none"> • the report of the Director in reply to the IAS audit follow-up; • the procedure and planning of reporting in 2006 and the relation between activity and financial reporting; • the first draft on activities in 2005 for the <i>Annual report 2005</i>.
31 January	Governing Board will decide by written procedure on carry-overs (Article 34).
28 February	A summary of the budget 2006 will be published in the <i>Official Journal</i> (Article 7.5).
28 February	The accounting officer will send provisional accounts to the Commission accounting officer (Article 63(1)).
16-17 March	The Governing Board will decide on the estimate of revenue and expenditure for Cedefop for 2007 based on a draft drawn up by the Director and being forwarded to the Commission before 31 March 2006.

16-17 March	The Governing Board will decide on the annual report which will include all the necessary financial and management information. The report will show the results of Cedefop's operations according to the set objectives, risks, use of the resources provided and how the internal control system functions, as well as results of ex-post verifications especially related to sound financial management. The annual report will be presented to the European Parliament, Council, Commission, Economic and Social Committee and Court of Auditors (Article 12b of the Founding Regulation).
16-17 March	The Governing Board will discuss Cedefop's annual report and provide an assessment of the Director for the financial year 2005 to be sent to the Budgetary Authority and the Court of Auditors before 15 June 2006 (Article 64.2).
16-17 March	The Governing Board will adopt the revised financial rules in line with Commission Regulation No 1261/2005 of 20 July 2005.
June	The Bureau will finalise the opinion of the Governing Board on the final accounts 2005.
Before July	The Director will send the final accounts together with the opinion of the Governing Board to the Commission's accounting officer, Court of Auditors, European Parliament and Council (Art. 63.4).
30 September at the latest	Reply to the preliminary observations of the Court of Auditors from the Director (Article 65.1).
October	The Centre will publish in the <i>Official Journal</i> an indication of the final accounts 2005 (Art. 63.5).
November	The Director will send a report summarising the number and type of internal audits conducted by the internal auditor, the recommendations made and the actions taken on these recommendations to the authority responsible for discharge and the Commission (Article 64.3).
December	The Governing Board will adopt by written procedure the budget 2007 following final adoption of the general budget of the EU.

3. Specific activities

The following specific tasks of the directorate and the administration are structured by activity fields:

- improving efficiency;
- increasing transparency;
- improving risk control.

Activity field 1: improving efficiency

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
Consolidate organisation and personnel situation in administrative services	Decrease use of externals and <i>interimaires</i> , decrease personnel fluctuation, train personnel; structure tasks.	Improved organisational structure.	Dec. 2006 (ongoing)	More efficient and effective services; faster processing of requests and administrative processes.
Complete implementation rules	Adapt implementing provisions of EC to situation at Cedefop; publish on home page.	Clearer understanding of internal procedures and requirements.	Dec. 2006	Fewer requests for clarification.
Proceed with automising procedures	Automatise/standardise procedures and treatment of requests.	IT-supported fully or partially standardised procedures available – for example integrated HR management tool; mission requests.	Dec. 2006 (ongoing)	Shorter delays. Completion of related tasks will improve efficiency and transparency.

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
Prepare alternative plans for securing sufficient and appropriate office space in the long term and carry out improvements as needed for the short and medium term	Tendering procedures for repairs, invite proposals for extension and evaluate alternative solutions for a decision of the Governing Board and the budget authorities.	Repairs performed, proposals for decision available.	June 2006	Provide sufficient office space and appropriate office allocation for needs of areas and services.

Activity field 2: [increasing transparency](#)

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
Develop Cedefop personnel strategy in line with forthcoming EC guidelines on staff policy in the EU agencies	Explain guiding principles and general policies on staffing policies, recruitment and prolongation of contracts as well as career paths.	Publish staff policy and guidelines on the intranet.	Sept. 2006	Increased transparency.
Establish internal (and external) training programme	Link identifying training needs to CDR process.	Publish training programme on intranet.	June 2006	Systematic training of newcomers, continuous training provision of staff.

Activity field 3: **improving risk control**

Projects	Objectives and methods	Output/products	Timeframe	Performance indicators/ expected impact
Conclude implementation of statute and financial regulations	Put in place and enforce relevant deadlines (good conduct, CDR, etc.) and document relevant procedures (implement IAS recommendations).	Publish procedures on intranet.	Dec. 2006	Deadlines observed, relevant procedures published.
Fully implement internal audit capabilities and decide on form of appropriate evaluation		Describe functions; list projects and/or actions to be evaluated in 2007.	March 2006	Report to the Bureau and the Governing Board.
Improve record management and archiving	Put in place a new system for mail registration and archiving.	All mail properly registered and followed up; recording and archiving of relevant e-mails.	March 2006	Delays respected; statistics on registered mail.

4. Area E contribution to the medium-term priorities 2006-08 (including transversal tasks)

The tasks and activity fields as well as the objectives mentioned in the introduction reflect Cedefop's MTPs 2006-08. They will provide the basis for efficient and effective work in the centre as a whole and ensure that rules and regulations are respected.

Activities will be guided by the needs of the centre, the recommendations of the IAS, and assessing and adapting structures and procedures to the evolving strategic vision of the new directorate.

Tasks involve further improvements to the efficiency and effectiveness of administrative services, completion of documentation and implementation of the new regulations, ensuring their proper application through appropriate follow-up and raised staff awareness of the rules. Carrying out these tasks will improve internal risk control.

These objectives will also be applied to concepts for developing a recruitment strategy for VET experts and setting up wireless Internet access Cedefop's offices in Brussels and Thessaloniki, even though most work will not be carried out until 2007.

5. Area E: Budget (2006)

Staff (FTE)				Total 2006	% (1)	2005				% (1)
A*	B*	C*	D*			A	B	C	D	
8	14	14	7			8.2	9.7	9.0	14.0	
Total Area E staff (Title 1)				2 614	27.31	2 693 (2)				28.38
Total (Title 3)				110	1.97	100				1.79
Titles 1 + 3				2 724	17.98	2 793				18.51

(1) Amount in % of total amount for title.

(2) This includes the supplementary amending budget of EUR 178 000.

ANNEX I

Cedefop – Cost per task in 2006

EXPENDITURE (in EUR 1 000, rounded figures)	Title 1 Staff cost		Title 2 Administrative expenditure	
	2006*	2005	2006**	2005
OPERATIONAL TASKS				
Developing research	1 360	1 264	146	138
Reporting and facilitating a concerted approach	1 640	2 004	233	225
Exchange and supporting partners	873	1 012	154	146
Information, communication and dissemination	3 083	2 515	446	438
TOTAL OPERATIONS	6 956	6 795	979	947
SUPPORT SERVICES				
Administration, facilities and resources*	2,070	1 985	346	340
Management (Directorate)**	544	530	67	65
TOTAL SUPPORT	2 614	2 515	413	405
GRAND TOTAL	9 570	9 310	1 392	1 352

* Staff costs are calculated by area on the assumption that the allocation of them to Areas A, B, C and D (in %) will remain the same as it was in 2005.

** Assuming the costs for 'support services' will be the same as for 2005, the slightly increased rest of budget, Title 2 has been allocated to Areas A, B, C, D proportionally.

*** The difference between this figure and the figure in the 2005 budget for Title 3 (EUR 20 000) results from translations which should be done internally.

**** Of which EUR 140 000 from own resources.

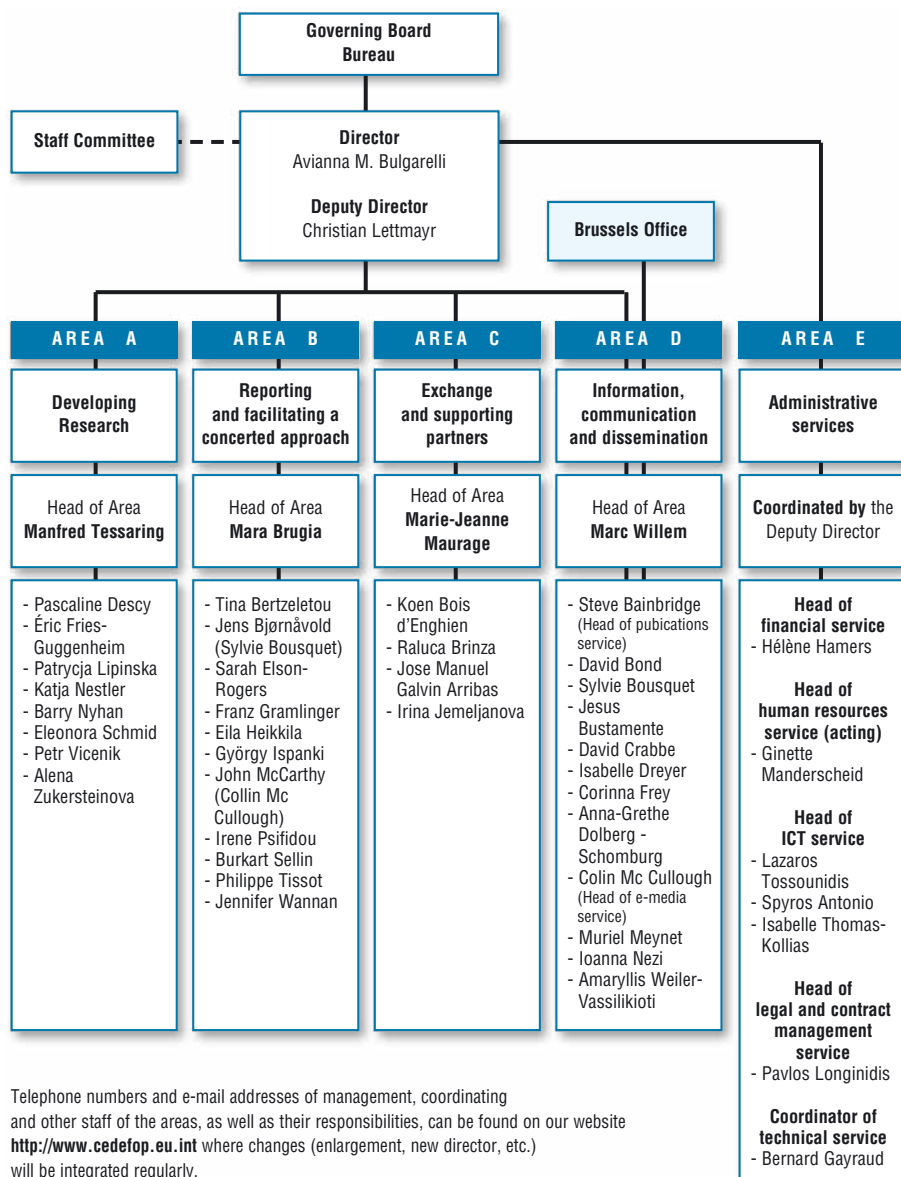
The percentages are in relation to the Cedefop budget (grand total).

Share of T1+T2 (in %)		Title 3 Operational expenditure including translation		Total		Share of total (in %)	
2006	2005	2006	2005	2006	2005	2006	2005
9.11	8.62	1 143	1 038	2 649	2 440	16.02	15.01
11.32	13.71	1 460	1 575	3 333	3 804	20.15	23.39
6.21	7.12	1 425	1 435	2 452	2 593	14.82	15.95
21.34	18.16	1 440	1 450	4 969	4 403	30.04	27.08
47.97	47.61	5 468	5 498	13 403	13 240	81.03	81.43
14.61	14.30			2,416	2 325	14.61	14.30
3.69	3.66	110	100	721	695	4.36	4.27
18.30	17.96	110	100	3 137	3 020	18.97	18.57
66.28	65.57	5,578	5 598 ^{***}	16 540 ^{****}	16 260	100.00	100.00

ANNEX II

Organisational chart

(structure September 2005)



Telephone numbers and e-mail addresses of management, coordinating and other staff of the areas, as well as their responsibilities, can be found on our website <http://www.cedefop.eu.int> where changes (enlargement, new director, etc.) will be integrated regularly.

ANNEX III

Action plan – Implementation of recommendations ⁽¹⁾

(responsible: Christian F. Lettmayr, Deputy Director)

Reference: Audit of Cedefop, IAS-2004-W-Cedefop-001, 08-07-2005;

Action plan annexed to the IAS report (adapted)

Reference/recommendation/ priority	Actions	Status	Service responsible
(a) Mettre en place une politique visant à permettre la prise de conscience de l'importance de la déontologie et d'intégrité par le personnel (recommandation: critique)	1. Write brochure <i>Code of good administrative behaviour</i> .	Completed	Directorate, administration
	2. Distribution of brochure to all staff.	Planned	Human resources
	3. Include procedure in the induction phase – handover of brochure and sign proof of receipt.	Partly completed (handover subject to availability of printed brochure)	Human resources
	4. Establish information on code, sanctions, etc. in the regular induction seminar.	Completed	Human resources
	5. Draw up form stating that there is no conflict of interest (for evaluation team members) and include in standard procedure for procurement contracts or subsidies. Publish standard procedure (including form) in Livelink (Intranet).	Completed	Legal service

(¹) Some actions or parts of actions were completed in 2005.

Reference/recommendation/ priority	Actions	Status	Service responsible
	6. Establish form stating that there is no conflict of interest (for selection panel members) and include in standard procedure for recruitment procedures. Publish forms in Livelink (intranet).	Completed	Human resources
(b) Mettre en place une description exhaustive des postes tout en améliorant celle existante (recommandation: très important)	No immediate action needed.	Done	
	However, it is always necessary to ensure: <ul style="list-style-type: none"> that all staff members have a job description: assess and adapt template for job descriptions. 	Completed	Human resources
	<ul style="list-style-type: none"> that job descriptions are regularly updated*. 	Ongoing	Directorate, human resources
	<ul style="list-style-type: none"> that substitution in case of absence is included in job descriptions if relevant*. 	Planned	Human resources
	* These items will be reflected in the electronic master file (personnel).		
(c) Améliorer la gestion des ressources humaines (recommandation: très important)	The functions of human resource management have already been separated from the coordination function.	Completed	Directorate
	A project has been designed for creating an electronic master file to contain all individual data which needs to be embedded in the electronic structure. This will replace the present personnel files.	Ongoing	Human resources, financial service, IT
	Recruitment procedures will be assessed and published on the intranet.	Ongoing	Administration, human resources
	Revision of personnel and training strategy which will impact on the planning cycle and help to restrict the use of <i>interimaires</i> and allow staff (of all	Ongoing	Directorate, human resources

Reference/recommendation/ priority	Actions	Status	Service responsible
	grades) to receive proper training. Some annual assessment takes place in the context of CDRs (concept).		
(d) Mettre en place une procédure cohérente et unique d'appréciation et d'évaluation du personnel y compris pour le responsable d'aires d'activités (recommandation: important)	Reassessment of present allocation of reporting officers and assignment of appeal functions where the hierarchical structure allows such procedures (concept).	Completed	Directorate, human resources
	Once implementation of the new Staff Regulations and the new financial rules have been completed, uniform deadlines for the various steps of the CDR process will apply.	Ongoing	Directorate, human resources
(e) Définir et mettre en oeuvre une politique vis à vis des fonctions sensibles (recommandation: très important)	While creating the master file (personnel) an assessment of the sensitivity of posts will be included, the criteria will be made explicit and the personnel strategy will reinforce the rules implemented. (See above and standard 5 of the standards for internal control within Cedefop's services.)	Ongoing	Directorate, human resources
(f) Le Centre devrait poursuivre ses efforts dans la mise en oeuvre d'un budget basé sur les activités (recommandation: très important)	Cedefop has opted for a budget by area (Title 3) and is not obliged to make an ABB. Nevertheless, possibilities for activity-based accounting will be further explored (a) from the angle of applicability to the nature of the tasks, (b) the necessary changes in the accounting structure and procedures and (c) the cost/benefits for the centre (concept).	Ongoing	Financial service
	Reassessment of the planning cycle will provide a proper guide for necessary adjustments to ensure the timely start of	Ongoing	Directorate, administration

Reference/recommendation/ priority	Actions	Status	Service responsible
	<p>procurement (tendering, etc.) procedures. This also extends to proper reporting tools (Fibus) for the responsible heads of areas, heads of service and project managers and control of the budget implementation (Administration, Directorate). Consistency of figures across different reporting tools is an important objective.</p>		
	<p>Efforts to improve objective setting must be ongoing and need to be supported by training, scrutinised in the planning process and regularly assessed in the reporting phase.</p>	Ongoing	Directorate
(g) Le Centre doit mettre en place un processus d'évaluation des risques (recommandation: très important)	<p>Creating a concept for regular risk assessment and its implementation must respect the limitations of a comparatively small organisation. Thus, the concept for a regular assessment will propose an economic solution, which can be implemented without further straining human resources.</p>	Ongoing	Directorate, financial service
(h) Le Management devrait disposer d'un tableau de bord d'aide à la décision et s'assurer de la cohérence des circuits financiers (recommandation: important)	<p>A register of invoices exists. This also allows deadlines to be respected and delays in payment to be avoided. Nevertheless, following introduction of the new financial rules and the changed management structure, it is necessary to reassess the validation procedure and to supply middle management with appropriate reports (<i>tableau de bord</i>).</p>	Completed	Financial service, IT
(i) Développer et appliquer une politique de gestion des documents	<p>A record manager has been selected. She will take up her duties in August 2005, devise appropriate concepts and assist in their implementation. Second, the electronic system needs to be</p>	Ongoing	Directorate, administration, Area D

Reference/recommendation/ priority	Actions	Status	Service responsible
(recommandation: important)	adjusted for recording e-mail and registering (and following up) incoming and outgoing mail. Third, implementation needs to be monitored.		
(j) Mettre en place et porter à la connaissance du personnel des procédures permettant de signaler les irrégularités (recommandation: très important)	Designate contact person who can be approached by staff members to report on irregularities (including mobbing and sexual harassment) – publication of decision to all personnel.	Ongoing	Directorate
(k) Constituer une documentation exhaustive des procédures et fournir des manuels mis à jour présentant les instructions opérationnelles précises à suivre pour chacune des opérations à effectuer (recommandation: critique)	Reassessing the procedures in place, and documenting procedures has already been started. This process, also including reassessment of the planning cycle, will continue and will be completed by November (concept).	Ongoing	Human resources, legal service, financial service
	Decisions and procedures will be published on the intranet.	Ongoing	Directorate
	Newcomers will be provided with a guide on how to access this information and an overview of the procedures.	Ongoing (concept completed)	Human resources
(l) Instaurer des dispositions appropriées pour documenter et assurer	The planning cycle includes an assessment of progress against what is planned; reassessment of the planning cycle will include evaluating procedures.	Ongoing	Directorate

Reference/recommendation/ priority	Actions	Status	Service responsible
l'homogénéité de la surveillance opérationnelle du Management (recommandation: très important)	Regular management team meetings and meetings of Area E – to coordinate, discuss and align procedures. (This has already been implemented.)	Completed	Directorate, administration
(m) Formaliser les cas de dérogations aux contrôles justifiés par des circonstances exceptionnelles (recommandation: très important)	Reassess concept: indicate what constitutes the exceptional and define what appropriate procedures are in such cases.	Planned	Directorate, administration
	Decision.		Directorate
(n) Examiner annuellement l'ensemble des recommandations émises et s'assurer de la mise en oeuvre des plans d'action (recommandation: important)	Responsibility for implementing the recommendations has been attributed to the deputy director.	Completed	Directorate
(o) Mettre en place une capacité d'audit interne et un comité d'audit (recommandation: très important)	In the framework of the work programme 2006, it was decided at the Bureau meeting of 21 October 2005 in Brussels to have an internal audit specific function. The recruitment procedure for an internal auditor has started. The Bureau also decided to establish an Audit Committee composed of one	Ongoing	Directorate, administration

Reference/recommendation/ priority	Actions	Status	Service responsible
	Governing Board member per group and one external expert.		
(p) Procéder à un examen annuel des mécanismes de contrôle interne (recommandation: important)	Examination of the internal control procedures will be included in the planning cycle and will involve all management. This will be part of reassessment of the planning cycle and also concerns standard 24 of the standards for internal control within Cedefop's services.	Ongoing	Directorate

ANNEX IVa

ETF/Cedefop: joint work in 2006

Introduction

1. Cedefop and the ETF have complementary expertise (see attached comparative table (Annex IVb)). Although both agencies work in VET, there is no functional overlap between their work. The ETF uses Cedefop as a source of information and best practice in the EU and EEA countries for VET and the labour market for supporting third countries' economic and social reform. Cedefop benefits from the ETF's experience and knowledge in candidate and other partner countries. They join forces where necessary to help the EU technically and scientifically in achieving its objectives.
2. Having started working together in 1997, in 2001 the two agencies established a framework setting out the scope, principles, priorities and modalities to consolidate their cooperation ⁽¹⁾. The main purpose was to prepare the acceding and candidate countries while also clarifying for them the role of each agency.
3. Building upon the achievements of their cooperation in previous years, in 2006 the priorities and methods of the joint work of the two agencies will reflect the new reality marked by the outcome of the Maastricht communiqué and the foreseen enlargement of the European Union to include two new Member States in 2007.
4. Cooperation between the two agencies in 2006 will focus on Bulgaria, Croatia, Romania and Turkey in the following priority areas:
 - facilitating their involvement in policy development and related Community VET programmes;
 - supporting their further familiarisation and, where appropriate, preparation for full participation in Cedefop activities and networks by the time of accession.
 - implementing an exit/entry strategy for Bulgaria and Romania;

⁽¹⁾ See http://www.cedefop.eu.int/download/current_act/cedefop_etf_0601.doc

However, concerning the familiarisation strategy and particularly the gradual integration of the candidate countries into Cedefop's work, a distinction is made between those candidate countries whose accession is already on track (Bulgaria and Romania) and those for which this issue is still pending (Croatia) or to be seen in a longer perspective (Turkey).

5. The two agencies will also strengthen their general and thematic cooperation by:
 - continuing to hold regular knowledge-sharing events between their experts;
 - involving ETF experts in thematic development activities in EU Member States and EEA countries;
 - Associating Cedefop experts in disseminating European policy developments in education and training in candidate countries, the western Balkans and other ETF partner countries.

Facilitating the participation and involvement of candidate countries in the policy development of the Community

6. The candidate countries, especially Bulgaria and Romania, have already been involved in cooperation with Cedefop and they have expressed particular interest in continuing this cooperation, especially in some activities which have already been taken into consideration.
7. Cedefop and the ETF support the European Commission in implementing and monitoring actions related to work on the education and training 2010 work programme, with special focus on enhanced European cooperation in VET (Copenhagen process). They contribute in particular to disseminating the messages of the Maastricht communiqué and the Copenhagen declaration, to implementing the decision of the European Parliament and the Council on a single framework for transparency of qualifications and competences (Europass) and to the consultation process on the European Commission's proposal for a European qualification framework (EQF). ETF and Cedefop also provide technical support to the Commission for preparing the 2006 joint report and take part in the newly established coordination group of the education and training 2010 work programme (ETCG).
8. There is a need to provide further assistance to the candidate countries to enable them to take on board the conclusions and recommendations of the second phase of the education and training 2010 work programme by supporting their involvement in the system of peer learning activities (PLA), as well as follow-up to the Maastricht communiqué in terms of the

updated framework of priorities for reforming national VET systems and developing the European labour market, and to contribute to preparation of the Helsinki conference in 2006.

9. More specifically, both agencies will continue to work together in the following areas:
 - (a) knowledge system on good examples of policy and practice in lifelong learning (LLL): both agencies will cooperate with the European Commission and other partners on identifying and transferring good examples of policy and practice in LLL (including examples from the new Member States and candidate countries) and help organise input and update national policy initiatives;
 - (b) Europass: the ETF and Cedefop will continue to support candidate countries in their preparations for implementing the decision on Europass including promoting individuals' use of Europass instruments and participating in the European network of Europass correspondents;
 - (c) EQF and learning credits: the ETF and Cedefop will support Commission work on establishing EQF, a European credit transfer for VET (ECVET) and later a European credit transfer system for lifelong learning by contributing to the consultation processes launched by the Commission and appropriate dissemination activities;
 - (d) quality assurance in VET: the ETF, in cooperation with the Commission and Cedefop, will continue to raise awareness and update countries on the progress and outcomes of work in this field and provide appropriate support to those countries wishing to pursue or start pilot implementation of the common quality assurance framework, in particular through PLAs;
 - (e) guidance and counselling: building on the results and recommendations of the Council resolution on lifelong guidance, the ETF and Cedefop will continue cooperation with the European Commission to support candidate countries' participation in further European cooperation and exchange as well as feeding into their national policies with the objectives set out in the resolution;
 - (f) follow-up to the Maastricht communiqué: cooperation will also be continued to support the implementation of the road map of the Commission's communication on the draft 2006 report, to encompass other priority areas emerging from the Maastricht communiqué and to contribute to preparing for the Helsinki conference end 2006;

- (g) e-learning and e-skills, e-certification: cooperation between the ETF and Cedefop will also be extended to information exchange on e-learning and e-skills, e-certification and related activities for the future integration of both candidate countries (and where appropriate, the western Balkans) into action programmes (e-Europe and e-learning).

Social Dialogue

10. Cedefop and the ETF will continue to work together to promote the participation of social partners from the candidate countries in implementing the framework of actions for the lifelong development of competences and qualifications, agreed between the European social partners in 2002. They will also support the European social partners in carrying out their work programme especially through sectoral approaches under the priority of enlargement.
For example, they intend to organise a conference on social partnership for qualifications and competences, involving candidate countries as well as pre-accession countries.

Continued support for candidate countries to take part in Cedefop's activities

11. Cedefop will continue to draw on the ETF's experience for reinforcing participation of the candidate countries in the following activities:
 - (a) **reporting**
the ETF and Cedefop will continue to provide adequate support for further familiarisation of ETF national observatories in candidate countries with Cedefop's ReferNet activities. The goal is to ensure countries will be fully prepared to act as members of the network after accession. The two agencies will continue to work closely with Eurydice to ensure compatibility of reporting structures;
 - (b) **statistics and indicators**
the ETF and Cedefop will continue to be involved in the methodological work of the European Commission on indicators and benchmarks and follow-up of the objectives of education and training systems in Europe. Both agencies will continue to follow the activities of the Eurostat working group (education and training statistics) and DG EAC (Standing group on indicators and benchmarks);

(c) **participation of candidate countries in the Leonardo da Vinci study visits programme**

in 2006, Cedefop will organise study visits in candidate countries promoting mutual and peer learning. The ETF, drawing on its networks and experience, will continue to provide support for involving candidate countries in the programme and identifying persons in candidate countries who could contribute to the visits/seminars. The ETF will also help to analyse the results of the visits and provide input for the synthesis seminar;

(d) **support for research cooperation**

the third research report *The value of learning* on impact of education and training (published by Cedefop in 2005), prepared with the contribution of the ETF and researchers from these countries will be disseminated and updated in 2006.

The ETF and candidate countries will continue to be involved in Cedefop's research work through their involvement in the *European journal vocational training*, Agora meetings, Skillsnet (the network on early identification of skill needs), and Cedefop's research arena (Cedra);

(e) **Cedefop's networks**

the ETF and Cedefop will continue to encourage candidate countries to take part in Cedefop's networks, in particular the training of trainers network (TTnet) and Skillsnet;

(f) **information and knowledge management**

cooperation aimed at reinforcing the electronic exchange of information will continue, in particular through more systematic links between the Cedefop European training village (ETV) and the ETF website. The ETF and Cedefop will promote the ETV in candidate countries to facilitate their access to information on VET in the EU and increased involvement in Cedefop activities.

The two agencies will also continue to work together with Eurydice on documentation and terminology to improve the sharing of resources and to make tools more compatible.

Cedefop and the ETF will give specific attention to organising joint events during the Austrian and Finnish Presidencies. Cedefop and ETF involvement in monitoring progress of the Copenhagen and Maastricht processes planned under the Finnish Presidency in 2006 is of particular importance as a guiding framework for the two agencies' cooperation in 2006-07.

ANNEX IVb

Comparison of ETF and Cedefop Council Regulations

	ETF (1360/90 of 7/5/90 as amended by 1572/98 of 17/7/98)	Cedefop 337/75 of 10/2/75	Comment
Aim objective	<ul style="list-style-type: none"> To contribute to the development of vocational training systems of Phare, Cards, Tacis and Meda countries 	<p>The European Centre for the Development of Vocational Training (Cedefop) is an agency of the European Union (EU). Created in 1975 with a tripartite management board, it provides services for the European Commission, the EU Member States and the social partners as well as for the associated countries of Iceland and Norway. The candidate countries are also associated with its activities.</p>	<ul style="list-style-type: none"> ETF works to achieve the objectives of EU external relations policy; whereas Cedefop is part of EU internal policy to which the EEA countries are associated. ETF is a change agent with a direct and operational role in improving the human resource capacities in its partner countries. Cedefop contributes to the development and promotion of vocational education and training (VET) policy in the EU through exchange of information and comparison of experience.
Sector of expertise	<ul style="list-style-type: none"> Vocational training including management training Human resources development (1572/98) 	<p>As the EU reference centre for vocational education and training, Cedefop provides policy-makers, researchers and practitioners with information to promote a clearer understanding of developments and so enable them to take informed decisions for</p>	<ul style="list-style-type: none"> ETF combines knowledge of partner countries, knowledge of good practice in human resource development and knowledge/experience of EU external aid policies and programmes. Cedefop expertise is in VET systems, policies

		<p>future action. Cedefop assists the European Commission in encouraging, at Community level, the promotion and development of vocational education and training.</p>	<p>and developments at EU and national levels.</p> <ul style="list-style-type: none"> • ETF provides technical assistance to Tempus programme, through which expertise on higher education reform in partner countries has been developed. • Since 1985, Cedefop has managed the Leonardo study visits programme on behalf of the Commission.
Main tasks	<ul style="list-style-type: none"> • Provide assistance in the definition of training needs and priorities through implementing measures of technical assistance and cooperation with designated bodies in eligible countries • Clearing house to provide Member States and eligible countries with information on current initiatives and future needs in training, and provide a framework for channelling offers of assistance • Implement vocational training programmes at request of Commission or eligible countries • Assist in monitoring and evaluation of overall effectiveness of training assistance to eligible countries 	<p>Tasks</p> <p>The main tasks of Cedefop as defined in its founding regulations are to:</p> <ul style="list-style-type: none"> • compile selected documentation and analyse data; • contribute to the development and coordination of research; • exploit and disseminate useful information; • encourage and support a concerted approach to vocational training development issues; • provide a forum for a wide and diverse audience. <p>Medium-term priorities</p> <p>One overarching objective guides Cedefop's medium-term priorities for 2003-06: promoting a European area of lifelong learning in an enlarged EU. This encompasses the</p>	<ul style="list-style-type: none"> • ETF tasks focus on project cycle, from needs through implementation and evaluation in each region. As a consequence ETF is structured along regional operational lines. • Cedefop tasks focus on providing information and promoting research. As a consequence Cedefop is structured along thematic lines in conformity with its main tasks. • Possible overlap in ETF clearing house task but also this task has project cycle implication which is substantially different from tasks of Cedefop. • Cedefop supports enhanced cooperation and a concerted approach in the EU; ETF transfers good practice from EU to partner

		<p>following strategic objectives:</p> <ul style="list-style-type: none"> • improving access to learning, mobility and social integration; • enabling and valuing learning; • supporting networks and partnerships in an enlarged EU. 	<p>countries and between partner countries and regions; ETF tests innovative schemes to support the reform process in the partner countries.</p> <ul style="list-style-type: none"> • Both organisations make use of networks. ETF has developed networks in partner countries (for example, observatories, advisory forum); Cedefop has developed networks in the EU (ReferNet, Cedra, TTnet and many virtual communities related to the European training village).
Governing Board	<ul style="list-style-type: none"> • Member States, Commission (DG EAC, external relations services) 	<ul style="list-style-type: none"> • Quadripartite (Member States, EEA countries, social partners and EC) 	<ul style="list-style-type: none"> • Governing Boards are made up of different participants.
Budget	Line B of Community budget (external relations programmes)	<ul style="list-style-type: none"> • From Line A of Community budget (Internal policy) 	<ul style="list-style-type: none"> • Cedefop funded through Community budget as permanent function in EU. Participation by EU Member States in the work of Cedefop defined by Treaty. EEA countries are associated. • ETF budget taken from external aid programmes. ETF financial existence dependent on priorities for EU external aid. • ETF also manages development aid projects on behalf of EU Member States and international organisations.

ANNEX V

Provisional publications programme 2006

Provisional publications programme (*) 2006

Area A

Systems, institutional frameworks and processes for early identification of skill needs

Learning regions in Europe - anthology

Older workers and lifelong learning

Review of research on regional innovation and learning

Emerging technologies: new skill needs in nanotechnology

European skill needs forecasting

Identification of skill needs: innovation in agri-food and forestry-wood chains

Eurobarometer - vocational education and training

Eurobarometer - lifelong learning in the new Member States

History of vocational education and training - proceedings of the workshop in Padua

Policy report

Periodicals

European journal 36

European journal 37

European journal 38

European journal 39

Skillsnet sector flash: nanotechnology

Skillsnet sector flash: forestry-wood chains

(*) All titles are in English as working titles

Provisional publications programme (*) 2006

Area B

Vocational education and training in Austria. Short description

Focus on vocational education and training in the Czech Republic

(joint publication of thematic overview)

E-skills certification in Europe

Performance indicators for guidance (joint publication)

A European guide on self-assessment for VET providers

A limited set of coherent quality indicators

E-learning in lifelong learning

Fundamentals of a common quality assurance framework (CQAF) for VET in Europe

Quality and learning needs of VET teachers and trainers

Networking with Member States: e-learning observatory

Validation of non-formal learning for VET teachers and trainers

Getting to work on lifelong learning: key implementation issues

Sectoral approaches to workplace guidance: study report

Sectoral approaches to workplace guidance: conference report

European credits transfer system for vocational education and training (ECVET):

toolbox for practitioners

Towards European qualifications and credit frameworks

Quality assurance for European ICT skills and competences

Vocational education and training in Finland. Short description

E-learning in SMEs

Quality in VET: output standards

Implementing lifelong guidance systems - achievements and challenges

VET quality approaches in three sectors in three countries

European qualifications framework (EQF) for teachers and trainers

Vocational education and training in Germany. Short description.

(*) All titles are in English as working titles

Provisional publications programme (*) 2006

Area C

A brochure on VET in the new Member States

History of the study visits' programme

Corporate competence development in the EU and the acceding countries -
examples of good practice

A brochure on capitalisation of study visits results

Study visits' catalogue 2007

Cedefop and the social partners

Area D

Work programme 2006

Cedefop catalogue 2006

Lifelong learning bibliography: a VET perspective - Nos. 9/10

Cedefop thesaurus

Vet-Bib database

Guide to EU information in Greece

Annual report 2005

Periodicals

Cedefop info 1/2006

Cedefop info 2/2006

Cedefop info 3/2006

(*) All titles are in English as working titles

ANNEX VI

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ANNEX VII

List of acronyms

Acronym	Definition
GEN/ISSS	European Committee for Standardisation/information society standardisation system
Cedra	Cedefop research arena
eKnowVet	database on European VET systems
ERO	European research overview
ETF	European Training Foundation
ETV	European training village
EVTA	European Vocational Training Association
KMS	knowledge management system
ILO	International Labour Organisation
MTPs	medium-term priorities
OECD	Organisation for Economic Cooperation and Development
SMEs	small and medium-sized enterprises
TTnet	training of trainers network
ReferNet	the European network of reference and expertise
Unesco	Unesco international project on technical and vocational education
VET	vocational education and training
VET-Bib	Cedefop's bibliographical database
VET-eLib	Cedefop's digital library
VET-ePer	a selection of online periodicals
VET-Instit	the training institutions database, listing institutions with responsibilities in VET
Vet-iR	a collection of VET Internet resources

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