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**EUROPEAN TRAINING FOUNDATION  
1998 ANNUAL REPORT**

**(presented by the Commission)**



European Training Foundation

**Annual Report**

**1998**

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European Training Foundation

## MISSION STATEMENT

The European Training Foundation is an agency of the European Union. It works in central and Eastern Europe, the New Independent States and Mongolia, and with the Mediterranean partners\*.

### Mission

The mission of the European Training Foundation is to support the reform of vocational education and training and management training in the partner countries\*.

### Role

As a centre of expertise, the Foundation:

- provides analysis and advice on current initiatives and future needs in partner countries;
- facilitates contacts between key actors in the vocational training field;
- disseminates information on EU best practice; and
- channels offers of cooperation from donors.

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\* Within the framework of EU policy, the Foundation works directly with:

Albania, Algeria, Armenia, Azerbaijan, Belarus, Bulgaria, Bosnia & Herzegovina, Cyprus, Czech Republic, Egypt, Estonia, Georgia, Hungary, Israel, Jordan, Kazakhstan, Kyrgyzstan, Latvia, Lebanon, Lithuania, Malta, the former Yugoslav Republic of Macedonia, Moldova, Mongolia, Morocco, the Palestinian Authority, Poland, Romania, Russian Federation, Serbia, Slovakia, Slovenia, Syria, Tajikistan, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan.

The European Union supports the development of human resources in these countries through the Phare, Tacis and MEDA Programmes.

**In the field of programme management, the Foundation:**

- **designs and implements projects;**
- **assists in monitoring and evaluation; and**
- **disseminates results.**

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## **INTRODUCTION**

Throughout 1998 discussions were held in the European Parliament and the Council of Ministers with regard to the adaptation of the Foundation's Council Regulation to additionally cover the Mediterranean area. The new amendment was approved on 17 July (Council Regulation No. 1572/98).

These discussions also stressed the importance of the Foundation's involvement in preparing the candidate countries in Central and Eastern Europe for accession to the European Union, especially in view of the changes to the overall Phare Programme. Inside the Foundation, particular emphasis has been put on these two aspects throughout the whole year.

## **1. STRATEGIC DEVELOPMENT**

### **1.1. Work Programme**

A strategic document on 'European Training Foundation priorities for 1999-2001' was produced in January as a basis for the preparation of the 1999 Work Programme. The document was first discussed with the Commission, then with the Governing Board in February and the Advisory Forum sub-groups in April. The first complete draft of the Work Programme was produced in May and discussed with the Commission in June. This new approach has enabled the involvement of the Governing Board and the Advisory Forum in the preparation of the Work Programme from a much earlier stage than in the past. The Programme includes 10 project proposals, each of which were developed using the 'logframe' approach.

### **1.2. Governing Board**

The Governing Board met twice in 1998 on 19-20 February and 18-19 November. On 18 February the Board held an informal meeting with representatives of the candidate countries of Central and Eastern Europe to discuss the challenges for vocational education and training reform in the context of the preparations for those countries' accession to the European Union. At its meeting on 19 February the Governing Board:

- took note of a progress report by the Director on the work of the Foundation;
- gave discharge to the Director on the 1996 accounts;
- took note of the state of execution of the 1997 budget;
- adopted the 1998 budget;
- approved a draft budget for 1999;



- took note of and discussed a paper by the Foundation on the strategic orientations for the 1999 Work Programme;
- approved the nominations for membership of the Advisory Forum.

Members of the Board held an informal meeting on 18 November to discuss the situation in vocational education and training in the Mediterranean region. An expert from the Tunisian government gave a presentation on education and training in Tunisia.

The Governing Board met formally on 19 November. The following issues were covered:

- the Chairman outlined the main developments at EU level which might have implications for the work of the Foundation, in particular, the reinforced pre-accession strategy;
- the Director gave an update on progress in implementing the Work Programme;
- the Commission presented the main changes arising from the most recent amendment to the Foundation's regulation;
- the Board adopted a second amending budget for 1998 (the first amending budget having been adopted by written procedure);
- members took note of the draft 1999 Work Programme and invited the Foundation to make further amendments;
- a proposal on the role and functions of the Advisory Forum was discussed and the Foundation was invited to submit a revised proposal for the following meeting;
- the Board took note of a progress report by the Director in the implementation of the recommendations of the external evaluation carried out in 1997;

### **1.3. Advisory Forum**

The renewal of membership of the Advisory Forum was completed at the start of the year and the new list was agreed by the Governing Board in February. A total of 61% of the previous membership was renewed for a second 3-year term.

In March and April the sub-groups of the Advisory Forum met to discuss topics agreed upon at last year's plenary session and to prepare papers with recommendations for action to be presented at the 1998 plenary meeting which was held in Turin in September. The themes of the reports, and the sub-group chairpersons and locations can be summarised as follows:

◆ ***Innovation strategies in vocational training reform***

The meeting took place in Bled, Slovenia and was chaired by Mr. Janko Mursak, a Slovenian vocational training expert. Discussion was based on three aspects of innovation in vocational training: curriculum content; personnel policy, particularly for teachers and trainers; management of vocational training institutions.

◆ ***Quality assurance in continuing vocational training***

The meeting was held in Dublin, Ireland and was chaired by Mr. Pat Nealon, Assistant Director General of the Irish National Training and Employment Authority. The discussion resulted in the identification of a number of challenges for the partner countries which can be summarised as follows:

- H How to better integrate occupational and training standards.
- H How to improve the links between the certification procedures of initial and continuing vocational training.
- H How to better integrate quality assurance mechanisms for initial and continuing vocational training.
- H How to organise the sharing of roles and responsibilities between the public and private sectors.

◆ ***Standards in vocational training***

The meeting took place in Kiev, Ukraine and the chair was Mr. Anatolij Simak, Head of the Vocational Education Department at the Ukraine Ministry of Education. The work of the group built upon the discussions held in previous years on this topic and centred around the implementation and evaluation of vocational training standards. Three nationally based standards projects were discussed (Ukraine, Russian Federation and the Former Yugoslav Republic of Macedonia) and the German representatives presented their experiences with new standards in the area of information technology.

As a result of the work of the sub-group, a handbook on standards implementation was prepared and distributed. It aims to enable partner countries to start up this process themselves, using examples of good practice elsewhere.

◆ ***Development of 'core skills'***

The meeting, which took place in Vilnius, Lithuania was chaired by Mr. Tomas Jovaisa, Director General of the Lithuanian Labour Market Training Authority. The theme was a follow-up to the previous year's discussion and report 'Key issues in the development of entrepreneurship and small business training – the potential for action'. Prior to this meeting a 'mapping' exercise had been undertaken in order to establish the extent of the development of core skills training in the partner countries especially in 'key skills', 'skills for employment' and 'entrepreneurial/managerial skills'.

The plenary meeting of the Advisory Forum was held at the Marentino Conference Centre, Turin in September during which each of the final sub-group reports were presented and discussed. The main focus of the plenary was the discussion on the proposed Work Programme for 1999. This discussion resulted in the formulation of a written 'opinion' from the Advisory Forum which was presented to the Governing Board

at its meeting in November 1998. Furthermore, the Advisory Forum agreed the themes to be addressed by the sub-groups in 1999. They are:

- H Vocational training against social exclusion.
- H The impact of the labour market on standards.
- H The role of training and retraining in regions.
- H Teacher and trainer training.

On 6 and 7 December the 1999 sub-group chairs came to Turin to discuss and agree thematic and logistic arrangements for the forthcoming meetings in spring.

#### **1.4. Amendment to the Council Regulation**

The second amendment to the Foundation's Council Regulation was approved on 17 July 1998 (Council Regulation No. 1572/98) and published in the Official Journal on 23 July 1998 (L206/1). A first internal task force was established within the Foundation to elaborate concepts for possible future action in the new partner countries of the Mediterranean region. Further details on activities undertaken in 1998 can be found under section 6.

#### **1.5. Internal restructuring**

Following the advice given in the 1997 external evaluation and the discussion during the Governing Board meeting on the implementation of this advice, and in anticipation of the Foundation's involvement in the countries eligible for support through the MEDA Programme, the preparation for a new internal organisational structure was initiated. The Foundation was supported in this task by the European Commission and by external experts who started work in June.

#### **1.6. Co-ordination meetings with other international organisations**

The Foundation continued to exchange information and experience with international organisations. This took the form of:

◆ ***With CEDEFOP:***

Joint conference in Bonn involving Central and Eastern European vocational training research institutions;

Distribution of the joint issue of the 'European Journal of Vocational Training';

Participation in the National Observatory Clearing House seminar;

Two meetings on general cooperation matters including discussion on joint projects (teacher training and social partners);

Participation in the Advisory Forum;

Participation in the Transparency and Mutual Recognition seminar held in Turin in January.

- ◆ ***With the Council of Europe:***  
Work was completed on a joint publication on post-secondary vocational training.
- ◆ ***With Eurydice:***  
The National Observatories, coordinated by the Foundation, contributed to a new key data publication.
- ◆ ***With the Economic and Social Committee of the European Communities:***  
The Foundation participated in the preparation of the IV Euro-Mediterranean Summit of the Economic and Social Committee that took place in Lisbon in September, and contributed with a paper on the role of Euro-Mediterranean social partners in the development of vocational training.
- ◆ ***With the OECD:***  
Participation in the National Observatory Clearing House seminar;  
Participation of the Foundation in OECD education reviews in Slovenia and the Russian Federation, (including follow-up and reports).
- ◆ ***With UNESCO/UNEVOC:***  
National Observatories started to function as UNEVOC centres in countries where these did not already exist;  
Participation in the National Observatory Clearing House seminar;  
Foundation participation in the preparation of the 'Second World Conference of UNESCO in Technical and Vocational Education' in 1999 and the preceding European conference on the same topic to be held in Crete in September 1998.
- ◆ ***With the International Labour Organisation:***  
Participation in the National Observatory Clearing House seminar.
- ◆ ***With EUROSTAT:***  
Provision of statistics for inclusion in the Foundation's Key Indicators publication.
- ◆ ***With the World Bank:***  
Presentation of a 'Draft Europe and Central Asia Region Education Sector Strategy Paper'.

## **1.7. Co-operation with other EU agencies**

The finance and informatics groups of the EU agencies gathered in Turin in April and November to discuss the further development of the implementation of SI2, the computerised

budget, general accounting and financial monitoring system which has been introduced in eight agencies. In line with this project, a presentation of the European Training Foundation's version of this computer system was given in September to the Director General of DG XX of the European Commission along with other representatives from Financial Control. At the meeting, the 'Common Agency Financial Information System' service level agreement was signed by the European Commission and the European Training Foundation. This agreement guaranteed service levels which marked the acceptance of the fully electronic budget management system as the reference model. The general accounting and document management system are currently in the pilot testing phase.d

Cooperation in the field of training with individual agencies on specific projects for EU candidate countries was initiated (The European Environment Agency, Copenhagen (DK), The European Agency for Health and Safety at Work, Bilbao (E) and The European Monitoring Centre for Drugs and Drug Addiction, Lisbon (PT)).

## **1.8. Thematic activities**

Throughout 1998, the Foundation organised numerous workshops, seminars and studies to examine the following themes across different partner countries in accordance with the 1998 Work Programme:

### ***1.8.1 Cross Country Analysis on Curricular Reforms***

The design, implementation and outcome of the curricular reforms in the candidate countries was reflected in the following ways:

Case studies of each country, where the curriculum reform process was analysed through the examination of existing documentation, the use of outcomes of a questionnaire on the topic and country by country interviews;

Cross country report, where, based on the case studies, the process and outcome of the curriculum reform was analysed in the sense that the achievements were mirrored against a reference system of a modern curriculum;

An international conference on the topic held in Turin in September.

On the occasion of the Phare vocational training programme management units meeting held in Sheffield in May, a workshop on 'Cross-country analysis of curricular reforms in Phare countries – a review of findings' was carried out with the objective of presenting the findings and giving recommendations for the further development of the study.

### ***1.8.2 Project 'Integration of Work and Learning'***

The project started in May 1998. In both countries (Hungary and Slovenia), the first steps of the project groups were to make contact with about 60-80 companies, schools, colleges and training centres and to select about 10 of them for interviews and further cooperation.

### ***1.8.3 Activities in teacher training***

The following activities were carried out:

A study was started on 'Reshaping the focus and structure of vocational training teaching personnel training in the partner countries'. The National Observatories were assigned to give input according to a questionnaire developed by the Foundation.

Preparatory measures were started to organise the third annual workshop of curriculum innovation on 'New roles of teachers – new identities of schools', 14 – 16 October 1998 in Hungary.

### ***1.8.4 Post-secondary vocational education***

A publication in cooperation with the Council of Europe was prepared and distributed.

### ***1.8.5 Linking training to the labour market***

Preparation and distribution of a publication based on the workshop at the end of 1997.

### ***1.8.6 Legislative framework for vocational training***

A 2<sup>nd</sup> workshop took place in Bulgaria to support the drafting of the new vocational training law.

Advice and comments were given to the Latvian government on their proposal for a new vocational training law.

An international seminar to discuss the new Bulgarian Vocational and Training act took place in Sofia on 9-10 October. The seminar was organised by the Bulgarian government with the financial support of the Phare programme. The Foundation supported the participation of a number of international experts.

### ***1.8.7 Social partnership***

A publication on the theme of social partners in vocational training was prepared and distributed.

A workshop on the topic was held in December in Moscow organised with the support of the National Observatory and with the active participation of CEDEFOP.

### ***1.8.8 Transparency and mutual recognition of qualifications***

A seminar was held in Turin on 22 – 23 January on ‘Transparency and recognition of qualifications challenges and perspectives for the candidate countries of Central and Eastern Europe’ with 34 participants from both EU Member States and candidate countries.

### ***1.8.9 Continuing training***

Following the roundtable of experts that took place in Turin on 5 – 6 February, the Foundation hosted a conference on continuing training with delegations from all Central and Eastern European partner countries, as well as Uzbekistan, Kyrgyzstan and the Russian Federation. These delegations included social partners, representatives from relevant ministries and vocational training experts. The main aim of this conference was to support the partner countries in the process of setting up ‘national concepts’ for continuing vocational training. It is expected that the process will be continued at national level.

### ***1.8.10 Vocational training against social exclusion***

Following a request from several partner countries, a round table on the topic ‘Vocational training against social exclusion’ was held in Bohinj, Slovenia from 4 – 6 October. It focussed on the situation in Central and Eastern European partner countries. Several initiatives for follow-up activities were proposed including the suggestion that one of the 1999 Advisory Forum sub-groups should cover this topic.

## **1.9. Joint International Cooperation**

The Foundation increased the attention it gives to the development of joint activities with Member States and donor organisations as is specifically stated in the Council Regulation. Co-operation with other donors can increase the overall impact of projects on the reform process.

Steps were undertaken to create an appropriate strategy and operational context to encourage joint co-operation. Meetings with individual Member States (so far Finland, Italy and Greece) took place. Interest was shown by Italy and Greece in joining projects in the Balkan area (in particular Albania) as well as Russia, and in a range of transnational projects including continuing training, management training, integration of work and learning, social partnership and the Observatory Network.

Furthermore, a survey of donors' activities in the field of vocational training in the Mediterranean region was designed and launched in cooperation with France. The study is co-funded by the Spanish, German and Greek governments.

It is worth mentioning that the 'benchmarks' set early in 1998 and used to measure progress in this area were reached, i.e.: --

- Allocations from donors to co-funded activities in cooperation with the Foundation amounted to circa 37% of the Foundation budget allocated to pilot projects;
- A total of 50% of Foundation pilot projects were implemented in synergy with donors.

## **2. VOCATIONAL EDUCATION AND TRAINING ACTIVITIES IN CENTRAL AND EASTERN EUROPE**

### **2.1. Preparations for accession**

With regard to the candidate countries of Central and Eastern Europe, the Foundation focused its activities and services towards accession related activities. These activities included needs analysis and awareness raising actions, structural policy preparations, Leonardo da Vinci preparations and specific training products and services to assist candidate countries in implementing the *acquis communautaire*.

#### **2.1.1 Needs analysis and awareness raising**

Representatives from the candidate country Aid Coordination Units and EC Delegations met with Foundation staff to review human resource development in the region in the context of accession. The representatives from the candidate countries voiced their expectations as to how the Foundation could support the human resource effort in the run-up to accession. Particular emphasis was laid on assisting the administration and regional bodies with the knowledge and skills gaps for human resource development at regional level. Finally, on a country by country basis proposals were put forward as to how the Foundation should cooperate directly with the national authorities.



Furthermore, following a request by the Governing Board at its meeting on 20 November, the Foundation initiated a series of assessments on each candidate country's application of the *acquis communautaire* in the field of training. These assessments address the *acquis* in its widest sense, including readiness for future European Social Fund management and implementation.

In cooperation with the UK and Austrian authorities which held the two EU presidencies in 1998, the Foundation organised meetings in Sheffield and Vienna bringing together representatives from the partner country ministries and agencies responsible for vocational training. Participants at the Sheffield meeting were introduced to the new orientations of the European Union on employment and Employment Action Plans while in Vienna, the meeting concentrated on cross-border cooperation on training and labour market developments.

### ***2.1.2 Structural Policy Preparations and the European Social Fund***

Following a request launched by DG IA and DG V of the European Commission, the Foundation launched a number of measures to assist the candidate countries with the European Social Fund preparations. The core actions include the mobilisation and training of teams in each candidate country, including study visits to Member States, regional seminars in the candidate countries and an employment policy review for all 10 candidates as a preface to National Employment Action Plans. The actions are supported by the Phare Programme and are managed and implemented by the Foundation in accordance with the Framework Agreement between the European Training Foundation and DG IA.

Draft reports were finalised on the four Foundation supported projects in selected regions in the Czech Republic, Poland, Hungary and Slovenia. The projects examine the appropriateness of the policy and institutional structures, labour market assessment and training offers with particular reference to future European Social Fund preparations. The reports will be presented and discussed at four national validation workshops to be held in 1999.

Finally, the Foundation assisted the Committee of the Regions in defining a seminar held in June 1998 in Barcelona which aimed at developing skills of officials at regional level to improve their awareness and competencies on European issues. As a follow up to the conference, the Foundation, in cooperation with the Committee and the Region of Piedmont (I), finalised details on a conference which will bring together experts from the candidate countries and EU Member States in June 1999 for exchange of experience and discussion on the role of training in counteracting unemployment.

### **2.1.3 *Leonardo da Vinci Programme***

Preparatory measures to assist the opening of the Leonardo da Vinci programme to ten countries continued with the printing and distribution of the country dossiers. The Foundation participated in the Leonardo information days for prospective applicants held in January and December in Brussels and thematic conferences in Slovenia (on vocational training and small and medium sized enterprises), in Estonia (on vocational training research) and in Poland (on mobility). The Foundation also supported new preparatory activities on vocational counselling and guidance in the Czech Republic, Estonia, Lithuania and Slovenia.

### **2.1.4 *Training products and services***

Several products were set in motion to develop accession specific training products and services for the candidate countries. The objective of the projects is to establish multi-media training products to assist specialists in candidate countries to understand and apply the relevant *acquis communautaire*: the projects address the EU framework directive for health and safety at work (in cooperation with the European Agency for Safety and Health at Work, the European Trades Union Congress and the Union of Industrial and Employers' Confederations of Europe), EU water legislation (in cooperation with the European Environment Agency) and EU Public Procurement policy regulations and application (in association with the Organisation for Economic Cooperation and Development and the International Labour Organisation). All three projects are supported by the Phare Distance Education Programme. A further study got underway to examine the feasibility of developing a multi-media training product on European Social Fund planning and implementation for candidate countries.

### **2.1.5 *Accession assessments***

The accession assessments were updated and a cross country synthetic summary was produced and submitted to the Commission.

## **2.2. Phare vocational training programmes**

The Foundation continued to assist the Commission and partner countries in the management, technical support and monitoring of a range of Phare programmes. A number of the 'first phase' programmes transferred to the Foundation in 1995 drew to a close and in the last quarter of 1998 final conferences were held in the partner countries. The conferences were part of a wider effort to disseminate the results of the programmes in core areas including curriculum reform, teacher training and international co-operation.

During 1998 a further nine Phare programmes, totalling ECU 16.5 million were transferred to the to the Foundation from the European Commission for technical and financial management. These programmes covered a range of subject areas including management training, post secondary vocational training and included a multi-country action for the 10 candidate countries to develop awareness and understanding of European Social Fund policy and practice. Additionally, at the specific request of two countries (Hungary and Slovenia) and the EC Delegations, the Foundation will provide technical advice and support to two programmes where programme management has been decentralised to the countries. (See annexes to 1998 Work Programme)

### **3. VOCATIONAL EDUCATION AND TRAINING ACTIVITIES IN THE NEW INDEPENDENT STATES AND MONGOLIA**

#### **3.1. Involvement in Tacis action programme preparations**

The Foundation continued the provision of services to the Commission with regard to participation in Tacis programming and project design. Terms of reference were prepared for the vocational education and training reform project in Moldova, DELPHI I in the Russian Federation and the vocational education and training reform project in Uzbekistan. Tender evaluation and contracting of the Moldovan vocational training project and DELPHI I was carried out. The Foundation also participated in Tacis programming in Kazakhstan and Kyrgyzstan, and in the preparation of the NIS Manager's Training Programme. Two BISTRO projects were prepared to assess the pre-training courses and to disseminate teaching materials for the Manager's Training Programme. Terms of reference were developed for a project on twinning and of management training institutes in Belarus.

#### **3.2. Implementation of projects**

##### ***3.2.1 Pilot project in North West Russia***

In February a mid-term assessment was discussed with all participants of this successful project. In order to achieve sustainable results, it was decided to extend the project for three more years with an estimated parallel funded budget of ECU 2.5 million. In June a project identification mission took place in the Russian regions to prepare the second phase. The proposal for the second phase was agreed in September by the Steering Committee that met during the final conference that closed the first phase. Sweden and the ILO participated as new partners. Several other meetings and a workshop were held as part of the first phase. Dissemination seminars were organised by the authorities in the four regions with extensive participation from regional schools. The pilot project is supported by national ministries in Moscow and used as an example of good practice for development in other regions of the Russian Federation. A Bistrot project has been designed to disseminate the results to other Russian regions.

### ***3.2.2 Staff Development Programme***

Under the second phase of the Staff Development Programme, study visits were organised in France, Germany and Ireland for five participating countries: Armenia, Azerbaijan, Georgia, Kyrgyzstan and Turkmenistan. In June participants from both the first and the second phases of the programme met in Turin to discuss two key topics: standards development and vocational training financing. Together with the French AFPA a follow-up project is planned on the methodology of the development of standards. A third phase of the Staff Development Programme has been planned for 1999.

### ***3.2.3 Seminars to support the reform of vocational training in various New Independent States***

Workshops on vocational training standards in the Russian Federation and on social partnership in vocational training in the New Independent States were organised in Yaroslavl and Moscow, bringing together participants from the ministries of education and labour, and regional authorities and social partners. Two workshops on financing of vocational training were held in Azerbaijan and Kazakhstan. Problems in the development of national and regional standards at different education levels were discussed and EU examples were presented.

### ***3.2.4 Language Training (WW9407)***

Following the first phase of training trainers, the activities of the Language Training project concentrated on the training of civil servants and businesspersons involved in international cooperation. The tendering procedures for the project in Ukraine and Georgia were relaunched due to insufficient interest among potential European partners during the initial procedures.

## **3.3 Other activities**

Several other activities were carried out in the Tacis region during the reporting period:

In May a meeting was organised in Turin together with the Commission for Human Resource Development Officers/Directors of Tacis Coordinating Units and EC Delegations. The Foundation's activities, and in particular the National Observatories and their strengthening in the New Independent States were discussed. Recommendations for future cooperation were made, including reinforcing the links between the Co-ordinating Units and the Observatories and increasing the length and number of Foundation missions to the partner countries.

In November a workshop on continuing training in Uzbekistan was organised to discuss the report prepared by ABU consult on this topic. The Uzbek representation also participated in the Turin conference on continuing training, where representatives from Kyrgyzstan and St. Petersburg were present.

#### **4. ACTIVITIES WITH THE MEDITERRANEAN PARTNERS**

A number of preparatory measures for the integration of the Mediterranean partners were carried out throughout 1998. These included:

- Discussions with the European Commission on the role the Foundation could play in the new region.
- The preparation of a Memorandum of Understanding which was agreed between the Foundation and the European Commission outlining the main areas of support to be provided by the Foundation in the region.
- The preparation of a first draft Work Programme for 1999. This was presented to the Governing Board at its November meeting.
- Discussions with the European Commission on the provision of support for programme definition and evaluation of a vocational training reform programme in Syria and pilot dissemination activities in Tunisia.
- Participation in a survey of donor activities in the field of vocational training in the region led by the French government and co-funded by the Spanish, German and Greek governments.

The study will provide an insight on how international cooperation is managed and can best be implemented. It also intends to provide input to the European Commission for the design of the second phase of the MEDA Programme.

#### **5. NATIONAL OBSERVATORIES**

During 1998, the Observatories made progress in enhancing the information flow on vocational training and labour market developments both to national stakeholders as well as to EU institutions, Member States and international organisations. The last twelve months has seen an expansion of the network to include Armenia and extensive negotiations with authorities in Bosnia and Herzegovina regarding the setting up of an Observatory.

Throughout the year the Foundation has invested in enhancing the strategic development of the Observatories towards high quality organisations with well-trained and professional staff and experts. Key examples of this include:

In April 1998, a training workshop attended by Phare and Tacis Observatory staff focused on defining the clearing house function

In the partner countries, regional training workshops for Observatory staff were held in Kiev, Bishkek and Tashkent in May 1998.

**Building national networks** has been a focus of the Observatory network since its launch. Throughout the year progress was made in setting up Steering Committees of key players in each country to advise on the activities of the Observatories. In most of the Tacis region, national workshops were held to enable the Observatories to present their activities to key players.

The **information provider** aspect of Observatory work was also developed during 1998. Examples included:

- The finalisation of the second round of country reports on national vocational education and training systems and the labour market by the Phare Observatories and the completion of 1997 and 1998 key indicators. Ten of the Tacis Observatories completed first descriptive stocktaking reports on their national vocational training systems, while their key indicators are still in the process of being finalised. Both Phare and Tacis Observatories have also prepared in-depth thematic studies on specific issues;
- The provision of examples of good practice and labour market developments. Over 50% of Observatories have developed web pages since March 1998.

The **diversification of Observatory activities** in the light of stakeholders' needs was also an issue tackled in 1998. For example:

- policy seminars for key players organised in Georgia, Kazakhstan, Kyrgyzstan, the Russian Federation on issues such as key indicators as education planning tools, and vocational training financing, management and legislation.
- Donor workshops were held in the Russian Federation, Bulgaria and Romania
- In candidate countries, Observatories are contributing to background studies for the Employment Policy Reviews on behalf of Directorates General IA, V and XVI of the European Commission.

**Regional networking** increased in 1998. Examples included:

- the second meeting of the Baltic Regional network in October involving the Observatories of Belarus, Estonia, Latvia, Lithuania and St. Petersburg.
- The Balkan Observatory workshop held in the former Yugoslav Republic of Macedonia with participation from the host Observatory along with Bulgaria, Slovenia, Albania and Romania.
- Regional networks were also established within particular countries. Examples included the Czech Republic, Poland, Slovenia and St. Petersburg.

Relations between the Observatories and other international organisations were strengthened:

- Observatories invited to become national or associated UNEVOC centres;
- Joint national reports produced by Observatories and the Eurydice network;

- Support for donor workshops from the World Bank;
- Information provision agreements with OECD and ILO.

## 5.1. Glossary project

Substantial progress was made in this project which involves the National Observatories and experts from the UK, the Netherlands, the Czech Republic and the Russian Federation in the production of a glossary covering two thematic areas (Labour Market Standards and Curriculum Development). The first version was printed and distributed.

## 6. MANAGEMENT TRAINING

### 6.1. Actions involving all partner countries

- ◆ **Strategic Audit of Business Schools:** the project was successfully completed with the finalisation of the audit of 11 leading business schools. The final report, containing the recommendations of the pool of auditors to the management of each of the schools, was prepared. An overview of the whole exercise, the main findings and a proposal for further assistance was included in the final report.
- ◆ **CEEMAN subvention:** Three seminars were held in Sofia, Kiev and Riga for business school faculty directors. The survey to assess the management training needs of enterprises in Central and Eastern European countries at the achieved level of transition was completed in Poland, Slovenia, Romania, Bulgaria and Russia. The country reports are being finalised and two cross-country reports are under preparation.
- ◆ **RABE subvention:** preparation began for an international conference to be held in Moscow to present the findings of the above mentioned country surveys and to provide recommendations for enterprises and management education providers.
- ◆ **New Business School, Phase I:** the report 'Re-designing management development in the New Europe' was finalised and printed in English and Russian. An extensive dissemination campaign was carried out. Ten seminars were organised in the partner countries with the participation of the authors and the local management training and human resource development community.
- ◆ **Phase II:** The groundwork for the preparation of a report entitled 'Entrepreneurial training for SME growth'. Lessons from Central and Eastern Europe' was carried out. Project activities will start in 1999.

## 6.2. Actions in Central and Eastern Europe

- ◆ *Development of a Centre of Excellence in Management Training* (LI9405) in Lithuania was completed. The Lithuanian Institute of Management was established in Vilnius, a director nominated and premises identified and fully equipped. Institutional partnerships were signed with local universities, trainers were trained, Management Forums for executives and entrepreneurs were held and two Entrepreneurs Clubs were established in Vilnius and Klaipeda. The International EMBA was launched at a conference in September and a final evaluation was carried out in November.
- ◆ The implementation of the *Management training* in Bulgaria programme (BG9315) was completed according to schedule. Standard open executive management training courses were prepared, trainers were trained, in-company projects were implemented and business plans were developed for the five partner institutions.
- ◆ Following a feasibility study in March, the *Employer's Organisation pilot project* to raise awareness and strengthen the role of Chambers and Employer's associations in management development was agreed for implementation in Hungary.
- ◆ The *Human Resources Development programme* in Romania (RO9701.04.01) got underway. It aims to provide technical and financial support for the enhancement of managerial and technical skills of the existing workforce in Romanian enterprises and the development of efficient local training services.

## 6.3. Actions in the New Independent States and Mongolia

- ◆ The Tacis funded project on the *evaluation of management training* activities in the New Independent States reached an end with the dissemination phase. Three promotional conferences were held in Moscow, Kiev and Almaty and the final report was published. This initiative has helped existing Tacis projects to acquire knowledge and tools to improve their activities and in the design of new Tacis projects incorporating lessons learnt from experience.
- ◆ At the request of the Tacis Technical Office in Minsk, the Foundation prepared the terms of reference for a management training institution twinning project for inclusion in the Civil Society Programme, which is currently pending a Council decision.
- ◆ The Foundation was represented at a governmental conference in Moscow in February to discuss the *Yeltsin initiative* for management training and contributed to the preparation of the project terms of reference. Moreover, the Foundation, together with the Federal Commission on Manager training for Russian enterprises and with Tacis financial support has commenced an assessment of the quality of training the 76 Russian institutions are currently providing to 5,000 Russian managers in the context of the Yeltsin initiative.
- ◆ At the request of the Delegation in Almaty, the Foundation contributed to the 1998 programming exercise with the preparation of a proposal for a demand-side analysis of management training.
- ◆ Training of trainers and advisors for small businesses in Kyrgyzstan was tendered and launched.



## 7. TEMPUS

Technical assistance was provided to the European Commission by the Foundation for the implementation of the Tempus Programme. A separate annual report for this programme is produced by the European Commission and can be obtained on request.

### 7.1. Selection results

#### 7.1.1. Tempus Phare

<i>Type of project</i>	<i>Applications received</i>	<i>Applications funded</i>
<b><u>Joint European Projects</u></b>	579	185
<b><u>Deadline 31 March 1998</u></b>		
<b><u>Individual Mobility Grants</u></b>		
<b>Round 1</b>		
<i>(deadline 13 March 1998)</i>		
East ⇌ West	357	132
West ⇌ East	9	4
<b>Round 2</b>		
<i>(deadline 26 June 1998)</i>		
East ⇌ West	162	93
West ⇌ East	18	9

### ***Joint European Projects***

A total of 579 applications were processed. The new approach introduced by the European Commission as a pilot for the 1997 selection round was extended to all partner countries for the 1998 round. The selection meetings, under the chairmanship of the European Commission, were held in the partner countries enabling experts from the EU and from Central and Eastern Europe to work together on the site of project implementation.

### ***Individual Mobility Grants***

A total of 546 applications were processed: 366 for the first round and 180 for the second round, covering mobility both to and from partner countries. The average success rate for 1998 applications was 43.6%.

#### ***7.1.2. Tempus Tacis***

In response to the 1998 call for applications for Armenia, Azerbaijan, Belarus, Georgia, Mongolia, Russian Federation, Ukraine and Uzbekistan 117 JEP applications and 138 Compact Project applications were received.

Registration of project applications was concluded, and copies of all project applications received were dispatched to DG XXII.

### ***Joint European Projects***

A total of 95 applications was processed, 19 of them were selected.

### ***Mobility Joint European Projects***

As stated in the priorities for projects starting from December 1998 Mobility JEPs were open for applicants from Russia. A total of 22 applications were processed and 6 of them were selected.

### ***Compact Projects***

138 applications for Compact Projects were processed and 37 of them were selected. There are three types of Compact Project: CP University Management (78 received, 19 selected), CP Curriculum Development (33 received, 8 selected), CP Dissemination (27 received, 10 selected).

The final expert meetings chaired by European Commission were organised in parallel sessions, as follows: EU expert meeting on 14-15 September in Turin; Ukrainian expert meeting on 29 September in Kiev. Armenia, Azerbaijan, Georgia and Uzbekistan held their expert meeting on 12-13 October in Tbilisi; The Russian Federation and Mongolian expert meeting took place on 19 and 20 October in Turin.

## **7.2. Monitoring**

### **7.2.1. *Tempus Phare***

Contracts were produced for 238 Individual Mobility Grants, 30 Compact Measures and 185 Joint European Projects starting on 15 December 1998.

The usual desk and field monitoring of running projects was carried out, including on-going follow-up of projects and monitoring visits.

The financial assessment of 1995/96 reports proceeded according to schedule and is almost complete. The financial assessment of 1996/97 reports proceeded according to schedule.

The assessment of Revised Budgets and Activity Plans, Annual and Final reports proceeded according to schedule.

### **7.2.2. *Tempus Tacis***

34 contracts were produced for projects which started on 15 January 1998. 62 started on 21 December 1998. The usual desk and field monitoring of running projects was carried out, including on-going follow-up of projects and monitoring visits.

The Tacis Monitoring and Evaluation teams carried out monitoring visits to 56 projects. Based on their monitoring reports feedback letters were sent to the project contractors and recommendations for project management implementation were made where necessary.

A debriefing meeting about the 1997/98 field monitoring exercise with representatives from the Tacis Monitoring teams in Moscow, Kiev and Almaty took place in Turin on 17 July.

Financial assessment of Revised Budgets, Annual and Final reports proceeded according to schedule.

In addition to this the Foundation provided desk monitoring of the running projects through the evaluation of the progress reports and the assessment of project performance in terms of progress, organisation and financial management.

A Tempus Handbook on "Objective Oriented Project Design and Management" was developed and targeted at project coordinators as a support tool for the use of the Logical Framework approach and project management. The initial draft of the handbook was an outcome of the two training workshops held in 1997 for local project coordinators in the Russian Federation and Ukraine. The final version was adapted in 1998 to conform to Tempus needs.

## **8. FINANCE**

### **8.1. European Training Foundation's 1998 budget**

The Foundation was allocated a budget for the 1998 financial year amounting to 15.4 MECU.

A summary of expenditure in 1998 is set out in the table below:

<b>Final appropriations for the 1998 financial year</b>	<b>ECU</b>	<b>15,400,000</b>
<b>Utilisation of appropriations</b>		
Commitments	ECU	15,313,599
Payments	ECU	11,673,285
Appropriations to be carried forward automatically	ECU	3,527,326
<b>Appropriations cancelled</b>	<b>ECU</b>	<b>199,389</b>

## 8.2. Management of operational funds

In addition to the general Foundation budget, which covers general running expenses, the Foundation manages Phare and Tacis funds primarily in the field of vocational training. For each of these budgets, a specific convention has been signed with the Commission, detailing the activities to be financed and the modalities of this financing. As of 14 March 1997, funds were transferred through the mechanism of the Framework Agreement. Moreover, the Foundation manages conventions allocated for the implementation of the Tempus Phare and Tempus Tacis programmes.

For a detailed breakdown of the conventions managed by the Foundation in 1998, please see Annex I.

## 8.3. Carry-overs from 1997 to 1998

### I. Automatic carry-overs from 1997 to 1998

<b>Appropriations</b>	<b>Total expenses</b>	<b>Execution</b>
<b>2,726,906</b>	<b>2,421,387</b>	<b>88.8%</b>

## **ANNEX I - CONVENTIONS**

\* ETF Project Management

\*\* Final budget = initial budget + PMU interest re-invested in the programme

## BUDGETARY SITUATION AS OF - 31/12/98

Phase Commission Budget line Reference	Commission Contract number	Description	Initial budget	Final budget	Contracts ETF + EC as per 31.12.98	Payments ETF + EC as per 31.12.98	Contracts locally as per 31.12.98	Payments locally as per 31.12.98	Total contracts as per 31.12.98	Total payments as per 31.12.98	Available for contracting as per 31.12.98	Management
AL-95.06	96-0177	VET Reform Pilot Project	700,000	700,000	700,000.00	454,945.84	-	-	700,000.00	454,945.84	-	Centralised
BG-93 15	96-0783	Management Training Programme	1,399,000	1,399,000	1,399,000.00	976,273.29	-	-	1,399,000.00	976,273.29	-	Centralised
BH-97 02*	96-0020	Vet programme	3,200,000	3,200,000	2,798,310.00	1,399,155.00	-	-	2,798,310.00	1,399,155.00	401,690.00	Centralised
Leonardo 006 (Bah+SL)	96-EFTO-LEO-0005	Leonardo Preparatory Measures II	270,000	270,000	268,530.00	177,608.76	-	-	268,530.00	177,608.76	1,470.00	Centralised
Leonardo 007/0013	95-PECO-LEO-0007	Leonardo Preparatory Measures I	700,000	700,000	641,309.31	427,080.73	-	-	641,309.31	427,080.73	58,690.69	Centralised
LI-94 05*	97-0398	Management Training Follow-up	690,000	690,000	690,000.00	657,848.00	-	-	690,000.00	657,848.00	-	Centralised
MA-97 03*	98-0026	Integrated VET FYROM	2,800,000	2,800,000	1,960,939.00	664,834.66	-	-	1,960,939.00	664,834.66	839,061.00	Centralised
ZZ-95 07	96-0726	Distance Educ. Progr.	5,000,000	5,142,828.96	5,127,524.51	3,748,198.20	-	-	5,127,524.51	3,748,198.20	15,304.45	Centralised
ZZ-95 20	96-0727	Higher Educ. Progr.	3,500,000	3,500,000.00	3,500,000.00	2,673,153.20	-	-	3,500,000.00	2,673,153.20	-	Centralised
ZZ-96 17*	97-0511	Distance Educ. Progr.	5,000,000	5,031,549.35	5,011,893.00	3,189,667.04	-	-	5,011,893.00	3,189,667.04	19,656.35	Centralised
ZZ-97 19 (B-5000)*	98-0356	Special Preparatory Progr. on Structural Funds	2,099,900	2,099,900.00	492,250.00	5,350.56	-	-	492,250.00	5,350.56	1,607,650.00	Centralised
ZZ-97 27 01*	98-0060	Cooperation in Higher Education	1,300,000	1,300,000.00	412,271.10	-	-	-	412,271.10	-	887,728.90	Centralised
ZZ-97 27 02*	98-0061	Cooperation in Distance Education	1,000,000	1,000,000.00	234,998.00	59,999.40	-	-	234,998.00	59,999.40	765,002.00	Centralised
BG-95 06	96-0411	VET Education Reform	9,000,000	9,065,000.20	75,000.00	8,475.00	8,384,687.81	5,641,668.72	8,459,687.81	5,641,668.72	605,312.39	Decentralised
CZ-93 05	95-0442	VET Reform	4,000,000	4,070,000.00	15,000.00	-	3,791,577.20	3,791,577.20	3,806,577.20	3,791,577.20	263,422.80	Decentralised
ES-94 09	95-0410	VET Reform	3,000,000	3,038,815.35	38,815.35	-	2,999,971.00	2,990,497.00	3,038,786.35	2,990,497.00	29.00	Decentralised
ES-96 12 01	96-0965	Higher Education & Science reform	1,600,000	1,600,000.00	11,050.00	11,050.00	1,588,463.00	1,390,423.00	1,599,513.00	1,401,473.00	487.00	Decentralised
ES-96 12 02	96-0852	Information Systems in Education Progr	600,000	600,000.00	5,000.00	-	595,000.00	595,000.00	600,000.00	595,000.00	-	Decentralised
ES-96 22 02 01*	97-0406	Information Systems in Education Progr.	1,700,000	1,700,000.00	35,000.00	-	997,924.00	414,791.00	1,032,924.00	414,791.00	667,076.00	Decentralised
ES-96 22 02 02*	97-0407	Higher Education & Science reform	600,000	600,000.00	-	-	-	-	-	-	600,000.00	Decentralised
LA-94 08	95-0342	VET Reform	3,000,000	3,050,835.00	38,000.00	-	3,011,302.00	3,013,334.00	3,049,302.00	3,013,334.00	1,533.00	Decentralised
LE-96 09 01	96-1291	Higher Vocational Education Reform	1,500,000	1,509,951.00	74,321.00	39,321.00	1,435,630.00	933,168.00	1,509,951.00	972,489.00	-	Decentralised
LE-97 03 01 01*	98-0053	VET Reform Programme	1,500,000	1,500,000.00	-	-	83,296.00	56,120.00	83,296.00	56,120.00	1,416,704.00	Decentralised
LI-94 10	97-0343	VET Reform	4,000,000	4,009,889.00	74,000.00	81,153.00	3,920,740.63	3,907,249.36	3,994,740.63	3,988,402.36	15,148.37	Decentralised
LI-97 03 02 03	98-0441	Management Training	600,000	600,000.00	40,000.00	-	-	-	40,000.00	-	560,000.00	Decentralised
LI-97 04 01 02*	98-0035	VET Reform Programme	1,000,000	1,000,000.00	35,000.00	-	251,648.72	29,189.41	286,648.72	29,189.41	713,351.28	Decentralised
PL-94 16 (IMPROVE)	95-0222	Implement. of Modernised Prog. for Voc. Educ.	4,000,000	4,043,006.00	38,111.00	38,111.00	3,773,272.32	3,774,799.16	3,811,383.32	3,812,910.16	231,622.68	Decentralised
RO-94 05	95-0418	VET Reform	25,000,000	25,262,330.00	283,851.33	241,839.03	24,977,913.00	24,746,194.00	25,261,764.33	24,988,033.03	565.67	Decentralised
RO-97 01 04 01*	98-0121	Human Resources Development Progr.	3,000,000	3,000,000.00	42,000.00	-	2,910,000.00	130,220.00	2,952,000.00	130,220.00	48,000.00	Decentralised
SK-94 03	95-0224	VET Reform	4,000,000	4,037,950.00	99,786.28	9,657.00	3,935,449.74	3,841,685.86	4,035,236.02	3,851,342.86	2,713.98	Decentralised
SL-94 05	95-0391	VET Reform	3,000,000	3,083,975.07	48,000.00	12,764.00	3,027,702.80	3,027,702.80	3,075,702.80	3,040,466.80	8,272.27	Decentralised
ES-95 02 02	95-1299	Institutional & Hum. Res. Develop (Educ.)	1,700,000	1,700,000.00	675,276.36	650,276.36	1,021,515.00	831,767.00	1,696,791.36	1,482,043.36	3,208.64	Mixed
LE-95 02 06	95-1300	Institutional & Hum. Res. Develop (Business)	1,000,000	1,005,385.00	400,185.00	369,623.52	605,200.00	461,453.00	1,005,385.00	831,076.52	-	Mixed
<b>TOTAL I</b>			<b>101,458,900</b>	<b>102,310,415</b>					<b>92,576,714.46</b>	<b>75,464,749.10</b>	<b>9,733,700.47</b>	

\* ETF Project Management

\*\* Final budget = initial budget + PMU interest re-invested in the programme

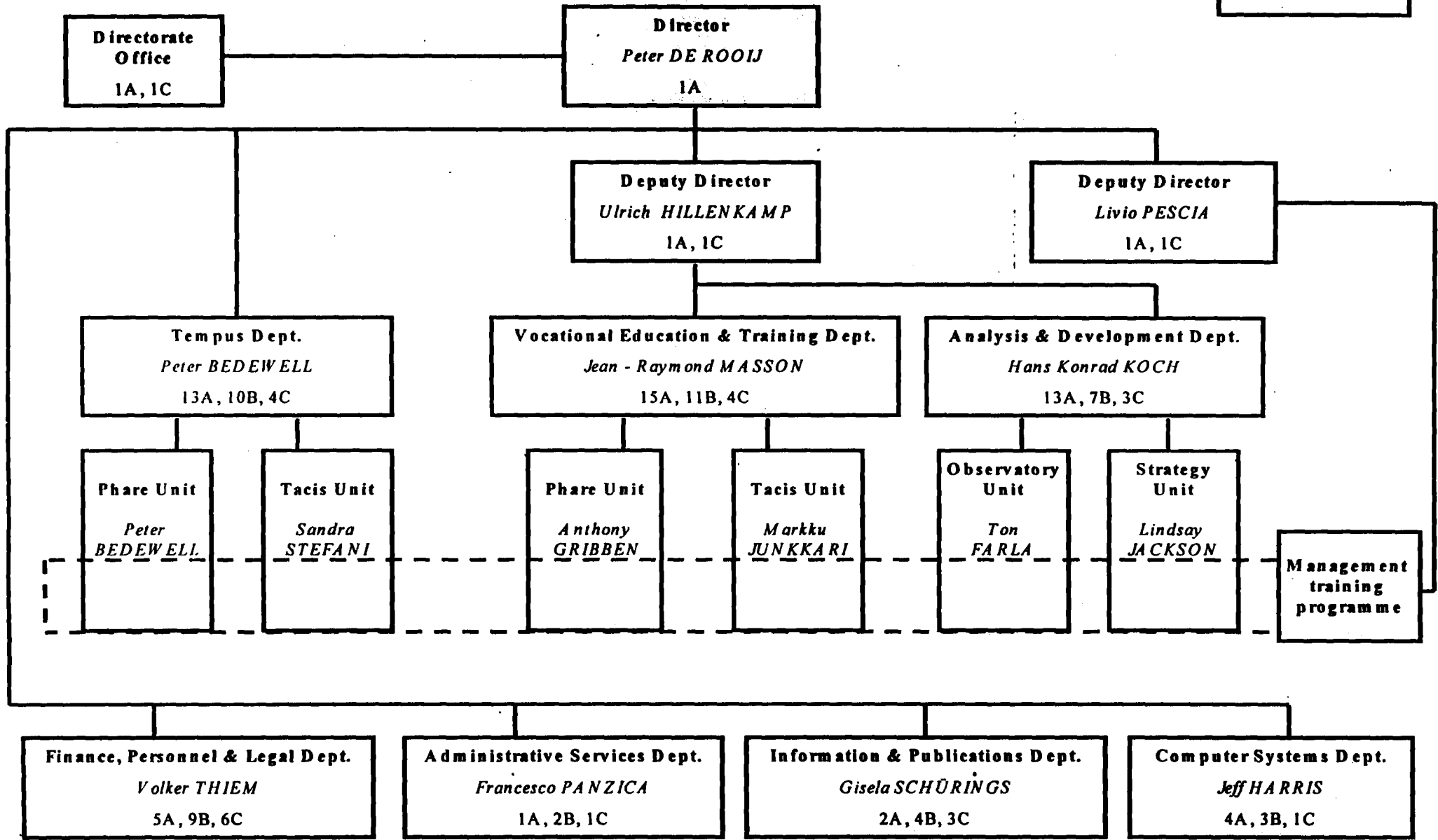
Tacis Commission Budget line Reference	Commission Contract number	Description	Initial budget	Final budget	Contracts ETF + EC as per 31.12.98	Payments ETF + EC as per 31.12.98	Contracts locally as per 31.12.98	Payments locally as per 31.12.98	Total contracts as per 31.12.98	Total payments as per 31.12.98	Available for contracting as per 31.12.98	Management
DELPHI*	98-0320	Development of Educ. Links & Prof. & Higher Educ. Initiatives	6,000,000	6,000,000.00	5,899,230.00	-	-	-	5,899,230.00	-	100,770.00	Centralised
NO-97010301 *	97-0454	Reform of the Moldovan System of Education & Training	1,500,000	1,500,000.00	1,500,000.00	379,368.50	-	-	1,500,000.00	379,368.50	-	Centralised
(WW95 06)	95-0968	Tacis National Observatory 1	602,400	602,400.00	602,399.70	581,133.87	-	-	602,399.70	581,133.87	0.30	Centralised
(WW95 06)	96-5166	Tacis National Observatory 2	969,800	969,800.00	925,918.00	150,997.83	-	-	925,918.00	150,997.83	43,882.00	Centralised
(WW93 05 MANTRA)	96-5167	Management training	530,200	530,200.00	530,200.00	465,411.35	-	-	530,200.00	465,411.35	-	Centralised
(WW94 07)	96-5168	Language training 1	500,000	500,000.00	497,495.31	201,723.91	-	-	497,495.31	201,723.91	2,504.69	Centralised
(WW94 07)	96-5572	Language training 2	782,649	782,649.00	782,649.00	582,433.00	-	-	782,649.00	582,433.00	-	Centralised
TOTAL 2			10,885,049	10,885,049					10,737,892.01	2,361,068.46	147,156.99	
TOTAL 1 + 2			112,343,949	113,195,464					103,314,606.47	77,825,817.56	9,880,857.46	

**ANNEX II – THE EUROPEAN TRAINING FOUNDATION’S  
ORGANISATIONAL STRUCTURE**



**EUROPEAN TRAINING FOUNDATION : Organigramme**

**December 1998**



## ANNEX III - PERSONNEL

### Temporary agents

**Table 1: The number of temporary agents in post by category and nationality on 31 December 1998**

Nationality \ Category	A	B	C	Total
Austria	2	1	1	4
Belgium	5	5	5	15
Denmark	1	-	1	2
Finland	2	2	-	4
France	4	4	2	10
Germany	12	2	2	16
Greece	2	1	-	3
Ireland	1	4	1	6
Italy	7	9	3	19
Luxembourg	-	-	1	1
Netherlands	5	3	-	8
Portugal	-	-	1	1
Spain	2	1	-	3
Sweden	-	1	1	2
United Kingdom	8	9	4	21
<b>Total</b>	<b>51</b>	<b>42</b>	<b>22</b>	<b>115*</b>

\* The total number of temporary agent posts allocated to the Foundation in the establishment plan is 130. At the end of 1998 recruitment procedures for 15 positions were underway or finalised.

**Table 2: Change in staffing throughout 1998**

<b>Grade</b>	<b>Situation on 01/01/98</b>	<b>Departure</b>	<b>Recruitment</b>	<b>Change of grade</b>	<b>Total</b>
<b>A</b>	56	-9	3	+1	51
<b>B</b>	43	-6	5	-1/+1	42
<b>C</b>	23	-4	4	-1	22
<b>Total</b>	122	-19	12		115

**Other staff of the Foundation at the end of 1998**

**Table 3: The number and type of other staff of the Foundation at the end of 1998.**

<b>Auxiliary agents</b>	2
<b>Local agents</b>	11
<b>Detached National Experts</b>	3

## ANNEX IV – EVENTS

### European Training Foundation events

No.	Date	Organiser	Place	Description
1.	10/01	ETF	Berlin, D	Standards Evaluation Team meeting
2.	15-16/01	ETF/ Leonardo NCU	Ljubljana, SLO	Leonardo thematic conference
3.	15-16/01	CEDEFOP	Bonn, D	Conference on 'Comparative vocational education and training research in Europe: Approaches, policy links and innovation transfer'
4.	19-20/01	DG XXII	Brussels, B	Leonardo Information Days
5.	22-23/01	ETF	Turin, I	Workshop on 'Transparency and Mutual Recognition of Qualifications'
6.	26-27/01	ETF	Stockholm, SW	Conference on the Baltic countries
7.	29-30/01	National Observatory	Minsk, BR	National Workshop: Belarus
8.	04-06/02	National Observatory/ Finnish National Board of Education	Bishkek, KYR	Regional Workshop
9.	06/02	ETF	Moscow/RF	Workshop on results of 'Evaluation of Activities in Management Training' project
10.	06-07/02	ETF	Turin, I	Round table of experts on continuing training
11.	09-12/02	ETF	St. Petersburg, RF	NW Russia pilot project: Workshop on VET financing
12.	13-14/02	ETF	St. Petersburg, RF	NW Russia pilot project: Presentation of mid-term evaluation & managers and steering committee members meeting
13.	19-20/02	ETF	Turin, I	Governing Board meeting
14.	25-27/02	National Observatory/ Finnish National Board of Education	Minsk, BR	Regional Workshop
15.	12-13/03	National Observatory	Kishnev, MOL	National Workshop
16.	13/03	PMU	Tirana, ALB	'World of Work' workshop
17.	16-17/03	Regional Observatory/ Finnish National Board of Education	St. Petersburg, RF	Regional Network meeting
18.	26-28/03	ETF	Dublin, IRL	Sub-group meeting: 'Quality assurance in continuing training'
19.	26-27/03	ETF/	Tallinn, EE	Leonardo thematic conference

No.	Date	Organiser	Place	Description
		Leonardo NCU		
20.	26-27/03	ETF	Yaroslavl, RF	Workshop on 'Development of Standards'
21.	26-28/03	ETF	Vilnius, LT	Sub-group meeting: 'Core skills'
22.	30/03-01/04	ETF	Bled, SLO	Sub-group meeting: 'Strategy for innovation in vocational training'
23.	30/03-04/04	ETF	Turin, I	National Observatories workshop on the clearing house function
24.	31/03	ETF	Central Asia	Workshop on results of 'Evaluation of Activities in Management Training' project
25.	03/04	ETF	Kyiv, UKR	Workshop on results of 'Evaluation of Activities in Management Training' project
26.	07/04	National Observatory	Almaty, KAZ	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
27.	06-07/04	ETF	Kyiv, UKR	Sub-group meeting: 'Development of Standards'
28.	16/04	PMU	Riga, LV	Final conference on the 1994 Phare VET Reform Programme
29.	20-23/04	ETF	Turin, I	Phare National Observatory meeting
30.	20-21/04	Russian Association of Business Education Institutions	Kaliningrad, RF	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
31.	24-25/04	ETF	Turin, I	Informal working group meeting
32.	26-29/04	National Observatory/ Finnish National Board of Education	Tashkent, UZB	Regional Workshop
33.	27/04	ETF	Turin, I	Inter-agency workshop on SI2 implementation
34.	08/05	International Management Centre	Budapest, H	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
35.	11/05	ETF	Turin, I	Meeting with representatives of Tacis Coordinating Units and Delegations
36.	11-13/05	PMU	Riga, LV	Training Needs Analysis/Standards project

No.	Date	Organiser	Place	Description
37.	13/05	International Management Institute	Kiev, UKR	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
38.	14-15/05	ETF	Yerevan, ARM	Workshop on VET issues
39.	14-16/05	National Observatory/	Kiev, UKR	Regional Workshop

No.	Date	Organiser	Place	Description
		Finnish National Board of Education		
40.	15/05	Business College of Tallinn Technical University	Tallinn, EE	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
41.	16/05	Ministry of Economics	Riga, LV	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
42.	19/05	State Academy of Management	Moscow, RF	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
43.	22/05	IROMA	Bucharest, RO	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
44.	22-23/05	CEEMAN/ETF	Sofia, BG	'Information Technology in Business Education'
45.	30/05	International University & CEEMAN	Sofia, BG	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
46.	30/05	ETF/Leonardo NCU	Ljubljana, SLO	Leonardo thematic conference
47.	04-05/06	ETF	Turin, I	Meeting of Advisory Forum sub-group chairs and experts
48.	05/06	ETF/CEFRI	Vilnius, LT	Launch conference of the Centre of excellence in the Management Training in Lithuania
49.	05/06	ETF	Vilnius, LT	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
50.	08/06	Bulgarian Association for Management Development & Entrepreneurship	Sofia, BG	Dissemination seminar of the report on 'Re-designing management development in the New Europe'
51.	08-12/06	ETF	Paris & Béziers, FR/Dublin, IRL/Berlin, DE	Staff Development Programme Study Visits

No.	Date	Organiser	Place	Description
52.	08-10/06	Finnish National Board of Education	Helsinki, FI	Tacis National Observatory Project Final Conference
53.	08/06	ETF	Sheffield, UK	Final workshop on 'Cross country analysis of curricula reforms in the Phare countries'
54.	08-12/06	ETF	Sheffield, UK	Quarterly Phare VET PMU meeting

No.	Date	Organiser	Place	Description
55.	16/06	ETF	Bratislava, SK	Final conference on Phare VET Reform Programme
56.	16-17/06	ETF	Turin, I	Final conference of the pilot project on the financing of VET in Azerbaijan
57.	16-19/06	ETF	Turin, I	Final workshop on Tacis Staff Development Programme, and workshops on standards and VET financing'
58.	17-18/06	ETF	Turin, I	'Standard 2000' training seminar
59.	29/06-03/07	ETF	Baku, AZB	Dissemination workshop of pilot project on the financing of VET in Azerbaijan
60.	06-07	ETF (VET Phare)	Turin, I	EC Delegations' & Aid Co-ordinators' meeting
61.	06-08	ETF (Observatory)	Ohrid/Bitola, FRM	Regional Seminar of National Observatories - LM Information: Input for VET and Source for Reports
62.	04-05/09	ETF/NCU	Sofia, BG	Leonardo thematic conference on counselling and guidance
63.	07-09/09	ETF (Observatory)	Turin, I	Advisory Forum meeting
64.	10/09	World Bank	Turin, I	World Bank presentation: 'Draft Europe and Central Asia Region Education Sector Strategy Paper'
65.	11/09	ETF	Turin, I	Cross-country analysis of curricular reforms in Phare countries
66.	15/09	D. Weir of D&A Associates	Turin, I	Training: 'the European Structural Funds and Support Instruments for Areas in Decline and the Training of the Long Term Unemployed'
67.	17-19/09	National Observatory	Vilnius, LT	National and International Mission of National Observatories
68.	20-21/09	OECD	Budapest, H	OECD conference on Life-Long Learning in Hungary
69.	22/09	Federal Institute for Labour in Germany	Turin, I	Presentation on 'Active labour market policy counselling and guidance on international relations', by Mr Manfred Leve
70.	23-25/09	National Observatory	Baku, AZB	National Workshop Azerbaijan

No.	Date	Organiser	Place	Description
71.	23-26/09	Greek Ministry of National Education and Religious Affairs; VET section	Lassithi, GR	European Symposium: 'Vocational Education and Training in Europe, on the threshold of the 21st Century'
72.	25/09	ETF(VET Tacis)	Moscow, RF	Meeting: "Donor Coordination in VET in Russia"
73.	28-29/09	ETF (VET Tacis)	St Petersburg, RF	Final conference - Phare VET reform programme

No.	Date	Organiser	Place	Description
74.	28-30/09	National Observatory	Tbilissi, GEO	National Workshop Georgia
75.	29/09	VUOS (Research and Development Institute for VET	Prague, CZ	Final Conference of the VET Reform Programme
76.	29-30/09	Research Institute of Technical and Vocational Education	Prague, CZ	Conference: 'VET Transformation Programme'
77.	01-02/10	ETF	Sofia, BG	Mid and Long Term support on Conceptual and Legislative Framework of VET reform
78.	02/10	National Observatory/OECD	Prague, CZ	Seminar on the project: 'Transition from school to working life'
79.	05-06/10	ETF	Bled, SLO	Roundtable on VET against social exclusion'
80.	08-09/10	PMU	Budapest, H	Conference: 'Education Driven Social Integration of Socially Disadvantaged Young People
81.	12-13/10	National Observatory	Almaty, KAZ	Workshop on VET financing in Kazakhstan
82.	14-16/10	ETF	Budapest, H	3rd Curriculum innovation workshop on 'changing roles of teachers - changing identities of schools'
83.	15-16/10	PMU/CPI	Ljubljana, SLO	Final Conference - Phare VET reform programme
84.	29-30/10	National Observatory	Ostrava, CZ	validation seminar of the project of Assessment of Institutional Preparedness and Qualification Needs Analysis in North Moravia Region
85.	04/11	ETF	Turin, I	ETF staff development seminar: 'Employment Guidelines & National Employment Action Plan
86.	06-07/11	National Observatory	Ljubljana, SLO	Validation Workshop of the Study: Vocational Education and Training in the Context of Regional Development in Slovenia
87.	09-10/11	ETF	Turin, I	Conference on Continuing Training
88.	11/11	ETF	Turin, I	Conference on Continuing Training in Uzbekistan
89.	13/11	PMU	LT	Final conference - Phare 1994 VET reform programme
90.	14-16/11	Kultuurkontakt	Graz, A	South-East Europe - European education collaboration for peace, stability and democracy
91.	16-21/11	National Observatory	Turin, I	Joint Phare-Tacis Observatories Workshop
92.	19-20/11	ETF	Turin, I	Governing Board meeting
93.	23-25/11	Ministry of National Education/ETF	Sinaia, RO	Final conference of the EU Phare VET reform programme



No.	Date	Organiser	Place	Description
94.	23-26/11	ETF	Turin, I	Phare National Observatory meeting and visit of Centre Info
95.	25-27/11	ETF/DG5	Turin, I	Launching meeting for employment policies reviews
96.	26/11	ETF	Turin, I	Steering committee SI2: common support service between EU agencies
97.	27/11	ETF	Turin, I	Workshop on SI2X "Revealing the GL & Payments extension to SI2"
98.	30/11-04/12	ETF	Vienna, A	Quarterly VET Phare PMU Director's meeting
99.	03-04/12	National Observatory	Tashkent, UZB	National Workshop Uzbekistan
100.	06-07/12	ETF	Turin, I	Advisory Forum chair experts meeting
101.	08-10/12	National Observatory	Ashgabat, TME	National Workshop Turkmenistan
102.	10-12/12	National Observatory	Moscow, RF	Workshop 'Socail Partners'
103.	14-16/12	European Institute of Romania	Bucharest, RO	Introduction seminar on Structural Funds - SPP

## Events linked to the Tempus Programme

No.	Date	Organiser	Place	Description
1	27-28/01	European Commission	Brussels, B	National Tempus Office meeting
2	15-19/05	European Commission	Prague, CZ	Tempus experts meeting on JEP selection 1998
3	23-27/05	European Commission	Bratislava, SK	Tempus experts meeting on JEP selection 1998
4	28-30/05	European Commission	Ljubljana, SLO	Tempus experts meeting on JEP selection 1998
5	02-06/06	European Commission	Skopje, FRM	Tempus experts meeting on JEP selection 1998
6	06-10/06	European Commission	Budapest, H	Tempus experts meeting on JEP selection 1998
7	13-19/06	European Commission	Bucharest, RO	Tempus experts meeting on JEP selection 1998
8	27/06-02/07	European Commission	Sofia, BG	Tempus experts meeting on JEP selection 1998
9	27/06-01/07	European Commission	Vilnius, LT	Tempus experts meeting on JEP selection 1998
10.	02-07/07	DGXXII, ETF (Tempus)	Warsaw, PL	Tempus Experts meeting on JEP Selection 1998
11.	15/07	DG XXII, ETF	Brussels, B	National Tempus Office and National Contact Points meeting
12.	14-15/09	DGXXII/ETF	Turin, I	Tempus Tacis project selection '98 - wrap-up meeting
13.	01-02/10	DGXXII, ETF, NTO	Budapest, H	Tempus Conference: Institution building
14.	13/11	National Contact Point	Paris, F	French Tempus Information day
15.	26-27/11	National Contact Point	London, UK	UK Tempus Information day

## ANNEX V - PUBLICATIONS

### European Training Foundation publications

Title	Languages	Media
ETFacts IX/X/XI	EN/FR/DE/RU	Paper and WWW
Re-designing management development in the New Europe	EN/RU	Paper and WWW
Four fiches on vocational training programmes in the New Independent States and Mongolia	EN/FR/DE/RU	Paper and WWW
Factsheets on the vocational training systems in Central and Eastern Europe	FR/DE (EN published 1997)	Paper
Country reports on vocational training systems in Central and Eastern Europe	FR/DE (EN published 1997)	Paper and WWW
1998 Work Programme	EN/FR/DE/ES/IT/RU	Paper
Four fiches on vocational training programmes in the Central and Eastern Europe	EN/FR/DE	Paper and WWW
Ten Leonardo da Vinci programme preparatory measures dossiers	EN + National language	Paper
Leonardo da Vinci programme preparatory measures fiche	EN/FR/DE	Paper and WWW
Special Preparatory Measures programme fiche	EN/FR/DE	Paper and WWW
Azerbaijan report on technical vocational education and training	EN/RU	Paper and WWW
European Journal of Vocational Training (published by CEDEFOP and for this issue in cooperation with the Foundation)	EN/FR/DE/ES	Paper
Update of the general Information leaflet	EN/FR/DE/ES/DA/PT/IT/GR/FI/SW/NL/RU/Arabic	Paper and WWW
1997 Annual Report	EN/FR/DE/ES/DA/PT/IT/GR/FI/SW/NL	Paper
Linking Labour Market Analysis and Vocational Training	EN	Paper and WWW

Title	Languages	Media
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Glossary of Labour Market Terms and Standard and Curriculum Development Terms	EN/FR/DE/RU	Paper and WWW
Development of Standards in Vocational Education and Training – Volume 1	EN	Paper and WWW
Proceedings of the 2 <sup>nd</sup> workshop on Curriculum Development	EN	Paper and WWW
Conclusions of the Round Table on Social Exclusion	EN	WWW
Conclusions of the conference on continuing training	EN	WWW
Tertiary Professional and Vocational Education in Central and Eastern Europe (produced in collaboration with the Council of Europe)	EN	Paper
Quality Assurance in Higher Education – A legislative review and needs analysis of developments in Central and Eastern Europe	EN	Paper
Developments and challenges in the New Independent States and Mongolia – 1998	EN	Paper
Country report and factsheet on Albania	EN (FR/DE under preparation)	Paper and WWW
Key indicators report (Central and Eastern Europe)	EN	Paper and WWW
Proceedings of the 2 <sup>nd</sup> workshop on curriculum innovation	EN	Paper and WWW
National Observatories Stocktaking reports KAZ/GEO/RF/BR/MOL & NW Russia	EN	Paper and WWW
General information fiche on Foundation activities	EN/FR/DE/IT/RU	Paper and WWW
Phare Staff Development Programme Final Report	EN	Paper
Enhancing the role of social partner organisations in the area of vocational education and training in the candidate countries of Central and Eastern Europe	EN	Paper and WWW

## Publications linked to the Tempus Programme

Title	Languages	Media
Reprint of the Tempus Phare Guide for Applicants 1998-2000	EN/FR/DE/ES/DA/ IT/PT/NL/SW/FI/ GR	Paper and WWW
University-Enterprise cooperation'	EN/FR/DE	Paper and WWW
Institutional management of universities	EN/FR/DE	Paper and WWW
Sustainability through Dissemination	EN/FR/DE	Paper and WWW
Tempus Tacis at work	EN/FR/DE/RU	Paper and WWW
Tempus Guide Moldova	EN	Paper
Tempus Guide Armenia	EN	Paper
Tempus LFA handbook 'Objective Oriented Project Design and Management'	EN/RU	Paper and WWW
The proceedings of the 1997 Tempus conference in Portoroz, Slovenia	EN/FR/DE	Paper and WWW
Tempus Tacis Guide for applicants 1999/2000	EN/FR/DE/IT/ES/ PT/GR/NL/DA/SW/FI/R U	Paper and WWW
Tempus Tacis Compendium	EN/FR/DE/RU	Paper and WWW
Output Compendium	EN/FR/DE	Paper and WWW

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