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European Training Foundation

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The European Training Foundation is an agency of the European Community which works in the field of vocational education and training in Central and Eastern Europe, the New Independent States and Mongolia. The Foundation also provides technical assistance to the European Commission for the Tempus Programme.

EUROPEAN TRAINING FOUNDATION 1996 ANNUAL REPORT

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INTRODUCTION

This third annual report of the European Training Foundation covers the period from 1 January 1996 to 31 December 1996.

The objectives of the Foundation are described in its founding regulation¹: The Foundation shall contribute to the development of the vocational training systems of the countries of Central and Eastern Europe as well as the New Independent States of the former USSR and Mongolia.

The Foundation's planned activities for the period are set out in its 1996-98 Work Programme prepared with the active participation of its Advisory Forum, made up of experts in the vocational training field from the EU Member States, the partner countries and relevant international organisations, and adopted at the end of 1995 by its Governing Board.

¹ Council Regulation (EEC) n° 1360/90 of 7 May 1990 (OJ No L 131/1, 23.5.1990) amended by Council Regulation (EC) No 2063/94 of 27 July 1994 (OJ No L 216/9, 20.08.1994)

PART 1:
THE EUROPEAN TRAINING FOUNDATION'S
ACTIVITIES IN 1996

A. VOCATIONAL EDUCATION AND TRAINING ACTIVITIES

1. Central and Eastern Europe - Phare Programme region

a) Vocational training programmes and complementary activities

As described in the 1996-98 Work Programme, the Foundation's activities in the Phare Programme region included the management, technical support and monitoring of a range of programmes transferred from the European Commission to the Foundation in 1995. These programmes primarily cover the reform and development of initial training systems in the partner countries with specific reference to curriculum innovation, teacher training and cooperation with countries in the European Union.

Moreover, in 1996 the Foundation took over the responsibility for a number of new activities in the vocational training area, including management training and business education, and two multi-country programmes in the areas of higher education and distance education. All programmes are running to schedule with commitment and disbursement forecasts meeting targets. A summary of progress on the various programmes follows.

AL9506 - Vocational Education and Training Reform (0.7 MECU)

This small scale action aims to kick-start reform in vocational training in Albania. Transferred to the Foundation in March 1996, the focus of the programme is the reform of policy, including support to 2 pilot schools. School refurbishment and modernisation was started combining Phare, Soros Foundation and local counterpart funds. Works are scheduled to be completed in May 1997. The programme concept was elaborated and agreed with the Commission and national authorities. A tender was launched for supply of services to the programme with a tender evaluation scheduled for January 1997, after which the various projects within the programme will be initiated.

Commitment: 0

Disbursement: 0

BG9506 - Vet Reform programme (9 MECU)

Following transfer of the programme in October 1996, this programme which aims to assist the Government of Bulgaria with the reform of its education system, has made good headway, making use of the experienced staff from the local programme management unit of a former Phare programme. The key work undertaken in 1996 was the drawing up and agreement of inception reports for all measures foreseen within the programme. All the major technical assistance for the programme has been contracted. Project steering groups for each of the projects within the programme have been established.

Commitment: 5.4 MECU (60%)

Disbursement: 0.2 MECU (2.5%)

BG9315 - Management Training (1,4 MECU)

Designed to enhance the management training capacity of Bulgaria, this 1995 programme was transferred from the European Commission to the Foundation in October 1996. Progress includes the procurement of expertise to be provided to the national authorities to begin in February 1997. Time-frames have been agreed for implementation of the measures.

Commitment: 2,434 ECU (0.8%)

Disbursement: 0

CZ9305 - Vocational Education and Training reform programme (4 MECU)

The programme which aims to reform vocational education in the Czech Republic, in particular curriculum reform and teacher training, will be completed in 1997. Progress to date is as follows: evaluation reports in 8 key-fields were produced (curriculum development, assessment and certification, educational management, teacher training, financing of vocational education, legislation, quality control in education, research and development, internationalisation, and the role of social partners). The contents of these papers will be disseminated at an international seminar (jointly with the final workshop of the Foundation's Staff Development Programme) and revised for integration into a national policy proposal for the vocational education and training system. School and workshop equipment was procured and delivered to 19 schools for a value of almost 1 MECU. The reform programme will have implications for 900 teachers, among which 80 foreign language teachers, while approximately 2,500 students are benefiting from the programme investment. At the institutional level, a General Directorate for vocational education and training in the Ministry of Education has been established, centralising all vocational education and training issues originally split between two ministries.

Commitment: 4 MECU + interest (100%)

Disbursement: 1.6 MECU (41%)

ES9409 - Vocational Education and Training Reform Programme (3 MECU)

Designed to develop Estonia's vocational education system, progress on this programme is as follows: 13 pilot schools have finalised year 1 curricula for 13 new broader-profile occupations in sectors strategically important for Estonia's economy. Policy-makers, school managers, teachers and social partner representatives have been trained on a large scale on relevant issues of vocational training reform. A vocational education and training policy paper was drafted which has been diffused and is being discussed by the various interested parties. At an institutional level, the programme has contributed directly to the establishment of the National Centre of Qualifications and Examinations as of January 1997. This is a key sustainable feature of the programme and an important institutional development measure. A key complementary Foundation-funded action to promote policy development and Baltic cooperation in the field of vocational education and training was a working conference in Tallinn in April 1996 which will be followed up with a national working party drafting a policy paper for completion in 1997.

Commitment: 2.2 MECU (73%)

Disbursement: 1 MECU (33%)

ES9502 - Institutional and Human Resources Development (1.7 MECU)

The aim of this programme is to develop business and higher education in Estonia, including language training as part of the government's strategy to reinforce its human resource capacity. Transferred in March 1996, start-up activities began on a number of measures (higher education, business education, language training, education information systems) which will contribute to a reform of the education sector as a whole. Key progress includes the establishment and equipping of the programme management unit, recruitment of staff, contracting of foreign technical assistance, drawing up and agreement of an annual strategic plan and a work programme, and setting a framework for the execution of the projects.

Commitment: 0.9 MECU (53%)

Disbursement: 0.3 MECU (20%)

LA9408 - Vocational Education and Training Reform Programme (3 MECU)

This programme concentrates on curriculum reform in Latvia, teacher training and international cooperation in vocational education. During 1996, first year curricula for all 10 vocational profiles and 5 general subjects were developed and were ready for implementation in September 1996. In total, 759 students in 18 pilot schools follow the new curricula. Procurement of equipment has been slow for technical reasons. At policy level, a Baltic cooperation meeting on vocational education and training policy development supported by the Foundation resulted in tasks and time-frames being agreed for the drawing-up of a national policy paper on training. This will be developed and finalised in 1997.

Commitment: 1.6 MECU (51%)

Disbursement: 1.0 MECU (32%)

LE9502 - Business Education Programme (1 MECU)

The Convention between the Foundation and the European Commission was signed on 1 March. Concentrating initially on business education in 5 Latvian schools, a significant amount of time and effort was spent on attracting the support from the local business communities, municipalities and social partners. Expert technical assistance was procured, with intensive training courses undertaken for 9 teachers, including study tours.

Commitment: 0.4 MECU (41%)

Disbursement: 0.03 MECU (3%)

LI9410 - Vocational Education and Training Reform Programme (4 MECU)

The objective of this programme is to assist the Lithuanian authorities with the reform of its vocational education system. The programme is driven by a pilot school approach with 24 vocational schools and 3 adult training centres representing nine priority sectors for economic and social development in Lithuania. A total of 224 teacher and 84 school managers were trained during 1996 for more than 12 000 man-days of training. First year modular curricula for the 9 job families were developed, approved and implemented in the 27 pilot schools as of 1 September 96. Second and third year curricula for all schools have been drafted. The National Standard Group established by the Phare programme has been officially recognised by the Government to act as permanent national authority.

Commitment: 1.8 MECU (45%)

Disbursement: 0.8 MECU (21%)

RO9405 - Vocational Education and Training Reform Programme (25 MECU)

Aiming to reform and introduce innovation into Romanian vocational education, this programme concentrates on 25 pilot and 50 demonstration schools. During 1996 the following progress was made: training standards and occupational standards have been developed for 20 occupational families which cover 135 trades. New curricula for the first year have been developed and introduced in the first semester of the school year 1996-1997. Some 900 teachers, including school administrators, have been trained on curricula development and school management. First lots of equipment have been supplied to the pilot schools, including office equipment and didactic materials. Partnerships between all pilot schools and EU counterparts have been established with cooperation activities agreed.

Commitment: 22.7 MECU (91%)

Disbursement: 2.6 MECU (11%)

PL9416 - Vocational Education and Training Reform Programme (Improve) 4 MECU

This programme which will conclude in 1997 is a follow-up to earlier Phare support for the reform of vocational education in Poland. The key results are as follows: 27 curricula have been developed and implemented on a trial basis in 35 vocational schools. In 1996, schools produced a first batch of graduates in 6 selected professions.

The first cycle of implementation of 5-year curricula will be completed by the year 2000. Some 560 teachers have been trained through a total of 40 courses. A first handbook on assessment in vocational training has been produced. In May 1996 the Ministry of National Education approved the trial implementation of the *Improve* curricula in the selected schools as a pedagogical experiment. The decision on a possible wide dissemination will be given in the year 2000 after the complete training cycle in all professions.

Commitment: 4.0 MECU + interest (100%)

Disbursement: 3.3 MECU (83%)

SL9405 - Vocational Education and Training Reform Programme (3 MECU)

The objective of this 3 MECU programme is support the Slovene administration with the reform of its initial training system. During 1996 the Slovene programme on vocational education and training reform has developed or revised 2 curricula from the secondary to the non-university higher professional levels, with 132 school administrators and teachers trained in school management. Of these, 35 from the teacher group have received training courses to become trainers of trainers. A total of 16 schools are participating in the programme. A permanent advisory board has been set up to develop a teacher training strategy in Slovenia on the basis of the outputs of the Phare-funded programme. With the support of the programme, a key institutional development in Slovenia has been the establishment of the National Institute for Vocational Training which opened its doors in 1996. The Institute which is managed by a board with representatives from government, industry and employees organisations will be responsible for all policy and key developments in training in Slovenia.

Commitment: 2.5 MECU (83%)

Disbursement: 0.7 MECU (23%)

SR9403 - Vocational Education and Training Reform Programme (4 MECU)

This programme is supporting the wider reform of the Slovak training system. In particular it concentrates reform and development in the key policy areas of curriculum development; teacher training; partnerships with EU schools; up-grading of teaching equipment and dissemination of results. During 1996 the following has been achieved: new curricula developed for Year 2, general teaching equipment up-graded in twenty pilot schools, 12 pilot schools partnership agreements established with EU schools, a needs assessment of teacher training requirements undertaken. Additionally, a regional conference (SK,CZ and SL) organised by the programme management unit on the role of social partners in the Vocational Education and Training reform process was held where the various countries represented exchanged experience and ideas on including social partners in training developments.

Commitment: 1.1 MECU (28%)

Disbursement: 0.6 MECU (15%)

ZZ9432 - Staff Development Programme (1.4 MECU)

The Phare funded action for 11 partner countries aimed to establish and train a core group of experts working in the training field at national level which will become a reference body for future Foundation operations in the countries. The groups were established and training programmes implemented in 1996. In total 143 correspondents participated in the programme with training in-country followed by study visits to a selected number of EU countries where further cooperation between the hosts and visitors was planned. All country groups finalised their training period with a report identifying priorities and recommendations for further development of the national training systems, with particular reference to future EU integration, where appropriate.

Commitment: 1.4 MECU (100%)

Disbursement: 0.6 MECU (40%)

ZZ9507 - Multi-country programme for Distance Education (5 MECU)

This multi-country action involving 11 countries was transferred to the Foundation in July 1996 and aims to develop innovation in distance education in the Phare region. The Foundation assumed all responsibilities of the programme coordination unit in 1996. The key accomplishments are as follows: two steering committee meetings held where programme concept and times frames were agreed, identification of an expert to provide technical advice and support to the programme, a stock-taking and needs' analysis of 40 distance education centres, and preparations for the setting up of the programme coordination unit agreed for establishment in March 1997.

Commitment: 0.03 MECU (0.6%)

Disbursement: 0.01 MECU (0.3 %)

ZZ9520 - Multi-country Higher Education Programme (3.5 MECU)

Transferred from the Commission in July 1996, the higher education programme aims to support the reform of quality assurance, recognition of diplomas and education indicators to ensure that partner country higher education systems can interface with the wider EU higher education establishment. The key task has been to get the programme off the ground. To this end the following progress has been made: a programme coordinating unit was established in Bratislava, with technical assistance identified and on the ground in November. Two meetings were held of the Steering Committee with representatives from all partner countries at which work programmes and plans were discussed and agreed. Calls for tender for expertise to provide input into the core areas of the programme (quality assurance, recognition of diplomas and education indicators) were launched in November with contracting to be finalised in March 1997.

Commitment: 0.35 MECU (10%)

Disbursement: 0.06 MECU (2%)

In addition to programme implementation, the Foundation has undertaken several networking and conference activities designed to promote cooperation and understanding in vocational training between partner countries and EU Member States. In June, in

conjunction with the autonomous region of Trentino and the Italian authorities, representatives from the Programme Management Units (PMUs) gathered in Trento, northern Italy, to discuss decentralisation and training provision. This meeting was followed up in November, when, on the occasion of their presidency of the European Union, the Irish authorities played host to PMU representatives in Dublin. The theme was community partnerships in training. Both the Trento and Dublin meetings acted as a stimulus for further exchange of ideas and cooperation between the Member States and the Phare partner countries, where a number of bilateral cooperation projects have been agreed.

The Foundation also organised two meetings aimed particularly at developing regional cooperation in training. The first held in Tallinn (Estonia) brought together policy makers from the three Baltic States and Finland. All three partner countries agreed to work closely on common areas of concern and strategic follow-up meetings have been scheduled to rotate among the three countries. A similar exercise was held in Sofia (Bulgaria) with representatives from Romania, Bulgaria, Greece and Albania.

b) Activities specifically targeted at the associated states

A number of preparatory measures to include the six associated states into the EC's Leonardo programme have been initiated by the Foundation. These involve thematic conferences and measures to support the preparation of Leonardo partnerships. In particular, the Foundation cooperated with the German education authorities in a conference held in Berlin in November 1996 which brought together officials responsible for Leonardo in the partner countries and their counterparts from EU Member States enabling contacts and inter-changes on operational and procedural aspects of the programme.

c) Measures for the new Phare partner countries

Outside mainstream EC programme activities, the Foundation worked directly with other donors in two new countries which are now included in the geographical region of responsibility - Bosnia and Herzegovina and the Former Yugoslav Republic of Macedonia.

In Bosnia and Herzegovina, the Foundation's experts joined forces with a World Bank team in a needs identification and feasibility study mission. The result of this venture was the elaboration of a detailed report with recommendations as to how the training system in Bosnia and Herzegovina can re-establish itself after the war.

A similar vocational education and training stock-taking exercise got underway in December 1996 in the Former Yugoslav Republic of Macedonia in collaboration with the US Department of Labour. European Training Foundation experts joined a small international team in identifying needs and gaps in the vocational training system and a report with recommendations for the policy and structural improvement of the training system in the country is scheduled for February 1997.

2. New Independent States and Mongolia - Tacis Programme region

In line with the 1996-98 Work Programme the Foundation's activities in the field of vocational education and training in the New Independent States and Mongolia increased in 1996. All Tacis partner countries were visited and cooperation has been initiated or further developed.

a) Contribution to Tacis Programming

The Foundation provided a contribution to the sector papers on human resources development prepared by the European Commission for the Tacis Indicative Programmes 1996-1999, as well as for the Action Programmes for all the partner countries eligible to participate in Tacis.

b) Pilot project on "Vocational Education and Training Reform in North-west Russia"

This pilot project was officially launched during the 'Start Conference' on 17 June 1996. The project is supported by the federal Ministers of Education and Labour, the Ministers/Chairmen of Education and Employment Services from the four Russian regions involved (St. Petersburg City, the Republic of Karelia, the *oblasts* of Leningrad and Novgorod) and the Ministers of Education of Austria, the Flemish Community of Belgium, Finland, Germany and the Netherlands.

During a seminar on project design which took place between 10 and 15 June 1996 Russian and Western European vocational training schools analysed the major needs and prepared project proposals for the four selected sectors of Electronics/Telecommunication, Tourism, Transport and Wood Production and Processing.

The Foundation is responsible for the coordination of the project and for linking activities at school level with policy discussions on vocational education and training reform. To date a number of workshops on matters that are fundamental for the reform have been organised.

c) Staff Development Programme

In September and November two seminars were organised for staff from the Ministries of Education and Labour in Belarus, Moldova, Ukraine, Kazakhstan, and Uzbekistan. The programme aims to upgrade knowledge and skills for the strategic development of vocational education and training. The first seminar concentrated on vocational training strategies, while the second concentrated on the implementation of vocational training reform, with a particular emphasis on the methodology for drafting an action plan for vocational training. Links have been established with other programmes and with the national observatories.

d) Distance education

Following a European Commission request, the Foundation organised a seminar on Distance Education in Moscow, Russian Federation on 22-23 April 1996 in cooperation with the State Committee for Higher Education. The aim of the seminar was to discuss the evaluation of a 1992 Tacis project on distance education, to debate policy developments in distance education and to identify proposals for future cooperation. As a result three proposals on distance education were submitted by the State Committee for Higher Education, responsible for the overall development of distance education, to the Tacis Coordination Unit in Moscow.

e) Language training

The European Commission invited the Foundation to develop a number of activities in the field of language training. As a starting point a number of relevant Tempus projects providing language training to both teachers in foreign languages, and civil servants and officials dealing with international cooperation were selected. The project to be developed from this will also draw up proposals for the establishment of small units providing foreign language courses for continuing education. The activities will start in Belarus, Moldova, Ukraine, Kazakhstan, Kyrgyzstan and Uzbekistan and will be extended at a later stage to Armenia, Azerbaijan and Georgia.

f) Partner conferences Belarus and Uzbekistan

On 12-13 March 1996 a partner conference was organised in Minsk. The objective was to discuss the role of vocational training in the social and economic transformation in Belarus. On 18-20 November 1996 a second partner conference on the role of continuing training was held in Tashkent, Uzbekistan.

Both conferences brought together ministers and representatives from the ministries of education and labour, social partners and other vocational training experts. The conferences were also attended by neighbouring countries.

g) Participation in OECD Review of the Russian Education system

The OECD organised three site visits to different areas in the Russian Federation in order to review its education system. In each of the teams of experts a representative from the European Training Foundation also participated, with the specific task of reviewing the vocational training system. The conclusions of these visits will be summarised in an examiner's report and discussed in 1997.

B. THE TEMPUS PROGRAMME

The European Training Foundation provides technical assistance to the European Commission in the implementation of the Tempus programme for cooperation in higher education between the European Union and the partner countries.

1. Tempus Phare

a) *Selection support activities*

The Foundation implements all activities relating to the project selection process from the registration of bids, technical quality assessment, to the provision of information and feedback for successful and unsuccessful applicants, as a basis for the European Commission's final decision on the projects to be supported.

Tempus Phare projects

- 1) Joint European Project (JEP) 1996/97: Period from 1 September 1996 to 31 August 1999, number of applications received: 611. Final number of projects supported: 183. Budget: 63 786 750 ECU.
- 2) Individual Mobility grants (IMG): In 1996, West-East Grants were awarded again. Two selection rounds were carried out, both West-East and East-West:
 - Round 1: Period from 15 September 1996 to 15 September 1997, number of applications received: 78 West-East and 773 East-West. Final numbers of projects supported: 42 West-East and 473 East-West. Budget: 1 411 560 ECU.
 - Round 2: Period from 1 January 1997 to 15 September 1997, number of applications received: 92 West-East and 859 East-West. Final numbers of projects supported: 49 West-East and 501 East-West. Budget: 1 363 030 ECU.
- 3) Compact Measures (CME) (previously Complementary Measures): two rounds of selection operations were carried out:
 - Round 1: Period: projects starting on 15 April 1996. Number of applications received: 123. Final number of projects supported: 61, of which 10 projects of a two-year duration. Budget: 2 552 260 ECU.
 - Round 2: Period: projects starting on 15 September 1997, the deadline was on the 4 December, the results are thus unknown at the time of printing.

4) Special actions

- Former Yugoslav Republic of Macedonia: a special call for IMG was launched in the Autumn 1996. Period from 15 January 1997 to 14 September 1997. 34 applications received. Final number of projects supported: 31. Budget: 94 190 ECU.
- Bosnia and Herzegovina: a call for CME applications was launched in the Autumn. Period from March 1997 to September 1998. Final number of applications received: 10. The final number of projects supported is not known at the time of printing. Budget: 570 000 ECU.

b) *Contract management*

The Foundation ensured the drafting, preparation and issuing of all necessary contracts following the above mentioned selection mechanisms. In addition, contracts were elaborated and negotiated to cover National Tempus Office operations.

c) *Project monitoring and follow-up*

The field monitoring programme was continued: more than 100 monitoring visits were carried out by European Training Foundation and National Tempus Office Staff, in all the partner countries.

d) *Tempus Output Programme*

The Tempus Output Programme (TOP) was launched in the Summer 1995 at the request of the European Commission. The overall objective is to maximise the Tempus programme's added value through analysis and dissemination of its achievements. For the purposes of this project, the achievements of the Tempus programme are defined as follows:

- ◆ concrete outputs in terms of academic 'products' (curricula, courses, books, etc.)
- ◆ know-how in terms of expertise (project management, university management, etc.)
- ◆ national reform policy implementation (higher education reform at national level).

1) The first phase of TOP

In its first phase several studies were commissioned through TOP which focused on an analysis of the impact of Tempus in fields which will be of strategic importance in future developments².

The studies were validated at a workshop with European Commission (DGXXII), the Tempus National Contact Points in the EU Member States, the National Tempus Offices in the partner countries and the expert organisations involved in carrying out the studies.

2) The second phase

The second phase will focus on outputs and the dissemination of the experience gained through Tempus. Special attention will be devoted to strategic areas in the context of pre-accession.

In 1996, a data-base of the "concrete outputs" of all Joint European Projects was established. A series of information leaflets ("Tempus Phare at work") about Tempus actions in the partner countries and the EU Member States was published.

The provision of information will be accompanied by pedagogical measures: a series of handbooks for project participants and the wider academic world will be the basis for seminars in the partner countries. To date these include:

- ◇ A handbook on university management reform through international higher education projects.
- ◇ A handbook on university-industry cooperation.
- ◇ A handbook on dissemination and sustainability of Tempus project results.

² Impact of Tempus on University Management Reform (Site visit programme)

University-enterprise cooperation

Student Opportunities

Tempus Impact on National Reform

From assistance to cooperation: mutual benefits in Tempus projects

2. Tempus Tacis

a) *Selection support activities*

The Foundation implements similar activities for both Tempus Phare and Tacis in this area.

Tempus Tacis Projects

In 1996, a new action was launched for Tempus Tacis: the Compact Projects, focusing on university administration or the improvement of relations between the universities and other parties.

- 1) Pre-Joint European Projects: Period from 1 January 1997 to 31 December 1997. Number of applications received: 241. Final number of projects supported: 52. Budget: 2 378 000 ECU.
- 2) Compact Projects: Period from 1 January 1997 to 30 June 1998. Number of applications received: 65. Final number of projects supported: 22. Budget: 1 520 000 ECU.
- 3) Joint European Projects: Period from 1 January 1997 to 31 December 1999. Number of applications received: 83. Final number of projects supported: 25. Budget: 14 930 000 ECU

b) *Contract management*

The Foundation ensured the drafting, preparation and issuing of all necessary contracts following the above selection mechanisms. In addition, contracts were elaborated and negotiated to cover Tempus Information Points operations

c) *Project monitoring and follow-up*

A new approach was chosen by the European Commission with the assistance of the Foundation for the field monitoring of on-going projects: 22 monitoring visits were carried out by the Tempus Tacis Monitoring & Evaluation Team.

In order to improve project management skills a Tempus Tacis Project Management handbook was published.

d) Start of Tempus Tacis Output Promotion

In spring 1996 the European Commission, assisted by the Foundation, launched TOP for Tacis.

The rationale behind TOP Tacis is to link Tempus projects to each other and the external environment as well as to maximise the Tempus programme's added value through the collection, analysis and dissemination of the achievements of the programme.

In Spring 1996 a stakeholder analysis was carried out. This provided the basis for the definition of tailor made outputs and subsequent activities.

In 1996 the following activities were started:

- ◆ Based on a questionnaire sent to all JEP coordinators an output database was created and an output compendium was prepared for publication in 1997.
- ◆ Professional project information was produced under the title 'Tempus Tacis at work' including Tempus Tacis country sheets and Project sheets for all running Tempus Tacis JEPs.
- ◆ The Tempus Output Evaluation Scheme was developed, for implementation in 1997.
- ◆ Tempus Information Points from Ukraine and Belarus participated together with representatives of all Phare National Tempus Offices in a workshop on Output Promotion in Turin in order to discuss possible synergy.

C. MANAGEMENT TRAINING PROGRAMME

In 1996 the Foundation further developed its activities in the field of management training as stated in article 2 of its founding regulation. A team was set up in the first two months of the year to develop and support the management training programme. Work began on the eleven projects described in the management training section of the 1996 Work Programme. Three projects were concluded through a convention with the European Commission, and a further three were undertaken at the request of the Commission. The projects are:

- ◆ **Evaluation of activities in the field of management training in the New Independent States.** The study is an evaluation of the impact of Tacis activities related to management training which will include identification of key factors and details to be considered for the design of future projects and for the orientation of future cooperation. The programme is financed through a Tacis contribution of 530 200 ECU under a Convention, signed on 6 July 1996.

Separate contracts will be made for the various stages of the programme. Individual experts have been selected and have commenced methodological development at a three day working session.

- ◆ **Management training Programme to address the upgrading and marketing needs of a group of Bulgarian training institutions already providing executive training.** Five organisations were pre-selected to be the first line Bulgarian beneficiaries and there are four major target groups, covering training institutions, training managers, trainers and company managers and entrepreneurs. This project is a Phare convention, with a subvention of 1 400 000 ECU.
- ◆ **Feasibility study for the "Development of a Centre of Excellence for Management Training" in Lithuania.** This centre will support and provide management training and consultancy for the continuation of the development and restructuring of the private sector. It is expected that this convention will be signed in 1997.
- ◆ **Preparatory studies on "Joint Development of Management Training in Belarus and the Ukraine".** The Foundation assisted the European Commission in the preparation of these studies which focus on the development of innovative training formulae, with significant involvement of local training centres and companies. A third study is underway on the prospects of establishing an association of business schools in the Ukraine. Recommendations for Tacis projects will be based on these studies.

Work continued on the following projects financed from the Foundation's own budget:

- ◆ **The International Networking project** which aims to support the existing business association linkage in the partner countries by strengthening CEEMAN, the Central and East European Management Development Association, activities in favour of local business schools, training centres and regional associations.
- ◆ **The Strategic Audit for Business Schools' project**, is now under-way, and covers the development and adoption of an audit system to be applied to business schools located in Central and Eastern Europe.
- ◆ **An existing project was extended to provide technical assistance in the field of management training for business centres in Phare countries in Central and Eastern Europe, and in particular in Bulgaria, Lithuania and Romania.**
- ◆ **A team of experts was selected in December 1996 to carry out a "New" Business School study on innovations in business schools, management training centres and new conditions under which the 'learning process' will evolve for managers and entrepreneurs.**

- ◆ The "Training Facilities for small and micro enterprise advisors/trainers" workshop to be held in Bishkek, Kyrgyzstan in February 1997, is being organised in cooperation with the Ministry of Labour and will involve four other countries (Uzbekistan, Turkmenistan, Tajikistan and Kazakhstan). Publication and dissemination of the findings will be carried out in 1997.

D. THE OBSERVATORY AND THE NATIONAL OBSERVATORY NETWORK

1. Background

The discussions held in 1995 on the concept of the Foundation's Observatory led to a clearer understanding of its objectives which were set out in the Foundation's 1996-98 Work Programme and included the establishment of a National Observatory network, the development of a glossary of vocational training, the further development of international donor cooperation, the structuring of information in databases and the management of the Advisory Forum.

The objectives of the Observatories are to support the reform process in vocational education and training in the partner countries through the provision of accurate and up-to-date information and analysis on the developments, needs and priorities in vocational training in the partner countries. In order to help provide this high quality information for the partner countries, the European Union, and the international donor community, the Foundation began the establishment and support of a network of information sources (called the National Observatory network) in the partner countries. Created as part of existing organisations and relying solely on local staff, the Observatories are a real investment in the partner countries. This 'network' spreads across both the Phare and Tacis areas, and has the task of gathering, analysing and making available regular factual and analytical reports to national and EU authorities on vocational education and training.

2. National Observatory Network

The main achievements of the Foundation's Observatory in this field in 1996 were:

- a) *Setting up national Observatories in 11 Phare partner countries, and 8 Tacis partner countries*

National Observatories have been set up in 19 countries. In the Phare area, 3 'pilot' national Observatories were set up by the Foundation in Spring 1996 in Albania, Hungary and Latvia. In the light of the experience of these pilot projects, national Observatories were subsequently established in Bulgaria, the Czech Republic,

Estonia, Lithuania, Poland, Romania, the Slovak Republic and Slovenia. The Observatories focused their first year of activities on the recruitment of the highly skilled personnel required, the establishment of links with information suppliers, the acquisition of necessary equipment, and the preparation of a first report for the European Training Foundation.

In 1996 eight national observatories in different countries in the Tacis area (Belarus, Kazakhstan, Kyrgyzstan, Moldova, Mongolia, Russian Federation, Ukraine and Uzbekistan) were established. Activities began in the last months of the year, after potential National Observatory staff members attended a workshop organised by the Foundation in Turin between 21 and 23 September. At this workshop the 'Observatory' concept, organisational and financial issues and the work plan for the first six months were discussed.

The development of the national observatories is guided by a Finnish/British/Dutch consortium which has concluded contracts with the eight national observatories. The first six month work plan of the consortium was established, including training, guidance and placement programmes in twinned EU institutes.

The identification of host institutes and potential National Observatory staff in Azerbaijan and Georgia and the Regional Observatory in the North-west region of the Russian Federation has been carried out.

b) Establishing a National Observatory network

In order to create a National Observatory network, meetings were held with all National Observatories from the Phare countries, and representatives from the Tacis countries in Turin in April, June, September and November to enable individual Observatories to reach a common understanding of the objectives and tasks of the network, as well as to establish links, exchange information with other members of the network. Besides 'physical' meetings, the networking potential of the National Observatories has been developed through the use of telecommunications.

c) Establishing a structured reporting system

In order to provide a common approach for the gathering, analysis and dissemination of information on vocational education and training in the partner countries, as well as to facilitate transnational comparison, a reporting structure was agreed by all Observatories. The structure comprises both qualitative and quantitative information. In the area of qualitative information, the structure provides analysis concerning:

- ◆ socio-economic context of the reform process
- ◆ labour market situation

- ◆ characteristics of the education system
- ◆ responsible bodies
- ◆ legislative framework
- ◆ financing of vocational education and training
- ◆ international assistance
- ◆ priorities, challenges and further needs.

As regards quantitative information, a set of **key indicators** have been developed. These key indicators provide data concerning trends in vocational education and its links with the labour market.

All the National Observatories in the Phare countries provided their **first report on vocational education and training in their countries** based on this structure in October-November 1996.

d) Establishing a support/monitoring system for the National Observatory Network

The National Observatory network in the Phare countries is supported by a dedicated **project monitoring system** which has been set up at the Foundation to map the development of the newly-launched Observatories. The system is based on a monthly reporting procedure, and is supported by visits of Foundation staff.

The information collected through the monitoring system is the basis for a targeted training programme for the network provided by the Foundation's Observatory. In 1996, training on administrative and project management issues was offered.

The Foundation's Observatory also launched a mid-term assessment of the National Observatory project in the Phare area to identify strengths, weaknesses and points for future development.

e) Reports on the vocational education and training systems of the partner countries

The Foundation's Observatory, using the information gathered by the National Observatory network as well as information from other sources (OECD, World bank) has, together with the Vocational Education and Training and Tempus Departments, produced reports on the vocational education and training systems in the partner countries. In 1996, analytical reports on vocational training and descriptive fact sheets were produced on the 11 Phare countries with National Observatories.

E. POLICY DEVELOPMENT ISSUES

1. Contribution to preparatory work for the European Commission's opinions on enlargement

At its meeting in October 1996 the Governing Board identified accession as an important priority for the work of the European Training Foundation.

In this context the Foundation has, at the request of the European Commission, prepared a first assessment of the readiness for accession with regard to vocational education and training of the ten associated countries in Central and Eastern Europe.

2. Phare Training Sector Paper

At the request of the European Commission, the Foundation drafted a Phare Strategy Paper concerning the training sector. This document covers the needs and priorities in the field of vocational education and training in the Phare partner countries. The Commission intends to publish the Strategy paper early in 1997.

3. International Donor Cooperation

Given that it is an essential part of the Foundation's mission "to contribute to the coordination of assistance provided by the Community, its Member States, and other organisations", much was done in 1996 in the area of international donor cooperation including:

a) *Donors workshops*

A first Donors Workshop was organised by the European Training Foundation and took place on 6-7 June in Turin. Participants were officials from national ministries, national and international Donor organisations, and experts from partner countries.

Cooperative activities agreed at the conference will result in:

- ◆ Better information on the "state-of-the-art" in vocational training in the partner countries, notably through information supplied by the Foundation's *National Observatories*.
- ◆ An improvement in *information exchange* among donors through Internet news groups on specific regions/sectors or enhanced personal contacts between Donors;

b) Interministerial Conference "Training for Enterprise"

The objective of this conference was to discuss and re-affirm the importance of the small and medium sized enterprise (SME) sector in terms of economic reform and growth and the key role of education and training in encouraging their development. This is vital for the Member States of the Union, but even more so for the partner countries. The SME sector is the fastest growing part of their economies and the training of owner managers and entrepreneurs is the surest way to ensure their continued development.

The European Training Foundation supported the Italian Presidency by assisting in the organisation of the conference entitled "Training for Enterprise" on 28 May in Turin. Commissioner Cresson addressed the conference.

The proceedings of the conference have been made available in a number of different languages including Russian.

4. Cooperation with CEDEFOP

The Foundation's regulation states that it 'shall seek the cooperation of other Community bodies, in particular CEDEFOP'. This cooperation was initiated in 1995 and further developed in 1996 in particular with the following activities:

- ◆ both agencies commented at an early stage on each other's work programme; CEDEFOP is also a member of the Foundation's Advisory Forum and thus formally involved in the development of the work programme.
- ◆ CEDEFOP's contribution to the Balkan Conference in Sofia and its participation in a workshop in Berlin on Glossaries organised by BIBB.
- ◆ the Foundation's participation in the meeting of the CEDEFOP Documentary Information Network and in the meeting of the Ciretoq Network (Network for Research Cooperation on Trends in Occupations and Qualification) both in Thessaloniki.
- ◆ the establishment of a common electronic mail box to exchange information packages and links between the World Wide Web homepages.
- ◆ initial discussions on the involvement of CEDEFOP in the possible linking of National Observatories in the partner countries with institutions performing similar functions in the EU Member States.

5. Project development

a) *Glossary*

As a follow-up to the Advisory Forum's recommendations in June 1995 to produce a glossary of vocational education and training terminology, the Observatory commissioned the "Bundesinstitut für Berufsbildung" (BIBB) in Berlin to prepare a feasibility study on the basis of an analysis of already existing glossaries and potential user groups. The study recommended a modest and pragmatic approach.

In the light of previous experience and BIBB advice, a tender for a glossary pilot project was launched at the end of 1996. The project aims to develop two thematic glossaries:

- ◆ vocational training and labour market skill requirements related to the Foundation's National Observatory project, and;
- ◆ the development and implementation of curricula and standards in vocational training.

The primary set of thematic glossaries ("glossary elements") will therefore focus on the core activities of the Foundation and will make use of CEDEFOP's³ experience in this field.

In addition, a list of common key terms related to initial and continuing vocational training will be made available by the end of 1997.

b) *Legal Training project*

Three pilot studies on legal training were carried out in Romania, Poland and Russia with the cooperation of external experts (for the first two local experts from the countries concerned were involved). The studies provide an overview of the major reforms introduced in the judicial system during the last six years, draw up an inventory of the institutional framework and the situation in the field of training for legal and paralegal professions and aim in particular at identifying the persisting training needs in the above field as well as the scope for the development of adapted actions to address them.

6. Conferences and Workshops

A large number of conferences and workshops were organised by the Foundation in 1996, a list of which can be found in Annex 2.

³ CEDEFOP (Council Regulation 337/75 of 10 February 1975)

PART 2: THE FOUNDATION'S GOVERNING BOARD AND ADVISORY FORUM

A. THE GOVERNING BOARD

Two meetings of the Governing Board were held in 1996 in February and October.

The sixth meeting of the Board took place in Turin on 12 February. The Board:

- ◆ noted the draft statement on expenditure for 1995;
- ◆ approved the transfer of 142,370 ECU from the 1995 financial year to the 1996 financial year to be spent on specific activities connected with the Tempus programme;
- ◆ approved two drafts of the 1996 budget: one amounting to 16.5 MECU (in the event that the European Parliament agreed to lift the 2.5 MECU held in reserve) and one amounting to 14 MECU;
- ◆ approved the draft 1997 budget;
- ◆ took note of the draft rules for implementing the financial regulation of the Foundation;
- ◆ approved the draft rules for the creation of a staff committee in the Foundation;
- ◆ approved the draft rules on conditions of employment of local agents employed by the Foundation;
- ◆ took note of the latest position on recruitment.

At its meeting on 14 October 1996 the Governing Board:

- ◆ noted the draft 1995 annual report;
- ◆ took note of the draft 1997 work programme and made suggestions for its improvement (the text was subsequently adopted by written procedure in December);
- ◆ took note of the draft framework agreement between the Commission and the Foundation in respect of the Phare and Tacis programmes;
- ◆ approved the draft financial regulation of the Foundation;
- ◆ took note of the revised 1997 budget amounting to 16.7 MECU;
- ◆ noted a paper on cooperation between the Foundation and the CEDEFOP.

B. THE ADVISORY FORUM

The members of the Advisory Forum held their annual plenary meeting in Turin in June 1996 to discuss and make recommendations for the Foundation's Work Programme (cf. Article 6, point 4 of the Council regulation). In addition, at the start of 1996 the members held more focused discussions in four sub-groups with the following themes:

- ◆ Financing Vocational Education and Training;
- ◆ The role of the social partners in the development of training in market economy;
- ◆ Standards in Vocational Training; and
- ◆ The Roles and Responsibilities of key players within continuing training (including Management training).

The reports and main conclusions of each of the sub-groups were discussed at the plenary meeting and lead to the design and implementation of the following concrete proposals included in the 1997 Work Programme:

- ◆ a project on the development of the provision of expert advisory services on financial structures for vocational training systems (Annex 8)⁴;
- ◆ a project on the development of social dialogue on training in the partner countries (Annex 10);
- ◆ a pilot project in 5 countries on the development and implementation of standards in vocational training (Annex 9);
- ◆ a pilot project on continuing training (Annex 11).

⁴ The above mentioned annexes refer to the Foundation's 1997 Work Programme (ISBN 92-9157-035-4)

PART 3: THE EUROPEAN TRAINING FOUNDATION'S 1996 BUDGET AND MANAGEMENT OF OPERATIONAL FUNDS

A. THE EUROPEAN TRAINING FOUNDATION'S 1996 BUDGET

The Foundation was allocated a budget for the 1996 financial year amounting to 16.5 MECU. The European Union's budgetary authority, however, released the Foundation's subvention gradually, that is, 14 MECU at the beginning of 1996 and 2.5 MECU in September 1996.

To sum up, expenditure in 1996 is set out in the table below:

Final appropriations for the 1996 financial year	ECU	16 500 000.00
Utilisation of appropriations		
Commitments	ECU	14 507 757
Payments	ECU	11 220 162
Appropriations to be carried forward automatically	ECU	3 287 595
Appropriations to be carried forward by a decision of the governing board	ECU	665 000
Appropriations cancelled	ECU	1 327 243

B. MANAGEMENT OF OPERATIONAL FUNDS

In addition to the general Foundation budget, which covers general running expenses, the Foundation manages Phare and Tacis operational budgets in the field of vocational training and higher education. 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.

For a detailed breakdown of the conventions managed by the Foundation in 1996, please see annex 3.

C. AUDITS

The Foundation's 1994 accounts were audited twice by the Court of Auditors (once in April, regarding 94 and 95 accounts, and once in November, regarding general procedures and systems in place).

PART 4: THE FOUNDATION'S SUPPORT ACTIVITIES

A. PERSONNEL AND RECRUITMENT

Recruitment continued throughout 1996. The Personnel and Administration Department organised 67 interviews during the year (23 women and 44 men), to fill the remaining 12 posts of the 130 agreed by the Governing Board and to provide the Foundation with a number of support staff (auxiliary and local agents).

1. Temporary agents

A total of 32 temporary agents started work in 1996 (five resigned or were dismissed) taking the overall figure to 127 (see tables below). Moreover, candidates had been identified for the remaining three were due to take up post in early 1997.

Table 1 below sets out the number of staff in post by grade and nationality on 31 December 1996.

Staffing situation at 31 December 1996

Nationality	A	B	C	Total
Austria	3	-	1	4
Belgium	5	6	3	14
Denmark	1	-	2	3
Finland	2	2	-	4
France	7	5	4	16
Germany	9	2	4	15
Greece	2	1	-	3
Ireland	2	4	2	8
Italy	8	11	2	21
Luxembourg	-	-	1	1
Netherlands	6	3	1	10
Portugal	1	-	1	2
Spain	2	2	-	4
Sweden	1	1	1	3
United Kingdom	10	6	3	19
GRAND TOTAL	59	43	25	127

Table 1

Table 2 below shows the change in staffing throughout 1996

Category	Situation on 01.01.96	Recruitment	Resignation & dismissal	Change of category	Total
A	41	14	-2	7	60
B	38	12	-3	-7 + 2	42
C	16	11		-2	25
Total	95	37	-5	-	127

Table 2

2. Other agents of the Foundation

Auxiliary agents	A	0.25 fte*
	B	3.50 fte
	C	3.16 fte
	D	0.66 fte
Total		7.75 fte
Local agents		9.00 fte
Detached National Experts		4.00 fte

Table 3

The organisational structure of the Foundation is contained in Annex 1.

B. INFORMATION AND DISSEMINATION

In addition to providing the European Commission with technical assistance for the production of a large number of publications for the Tempus programme in 1996, the Foundation also produced and distributed:

- ◆ three editions of its newsletter 'ETFacts' in four languages;
- ◆ eight information fiches on specific vocational training programmes in the Phare region;
- ◆ a series of general information fiches in a number of languages.

* fte = full time equivalent

Electronic publication was a major emphasis of 1996, with the official launching of the European Training Foundation's homepage on the World Wide Web. The site is constantly evolving and information on the Foundation's activities, including the vocational education and training programmes and the Tempus Scheme, was regularly updated. Since Autumn 1996, details of all calls for tender and calls for interest run by the Foundation have also been included.

Furthermore, a corporate image and style guidelines for all Foundation publications and stationery were developed. Implementation will start at the beginning of 1997.

C. COMPUTER SERVICES

Further to continuing general support services, including the user training programme, and work station and software support, the Foundation's computing facilities were further developed in 1996. By the end of the year a first group of users were moved over to a Windows 95 PC environment and were fully trained in its use.

February saw the official launching of the Foundation's World Wide Web site which, by the end of the year had registered approximately 250 000 hits and is being constantly updated and developed.

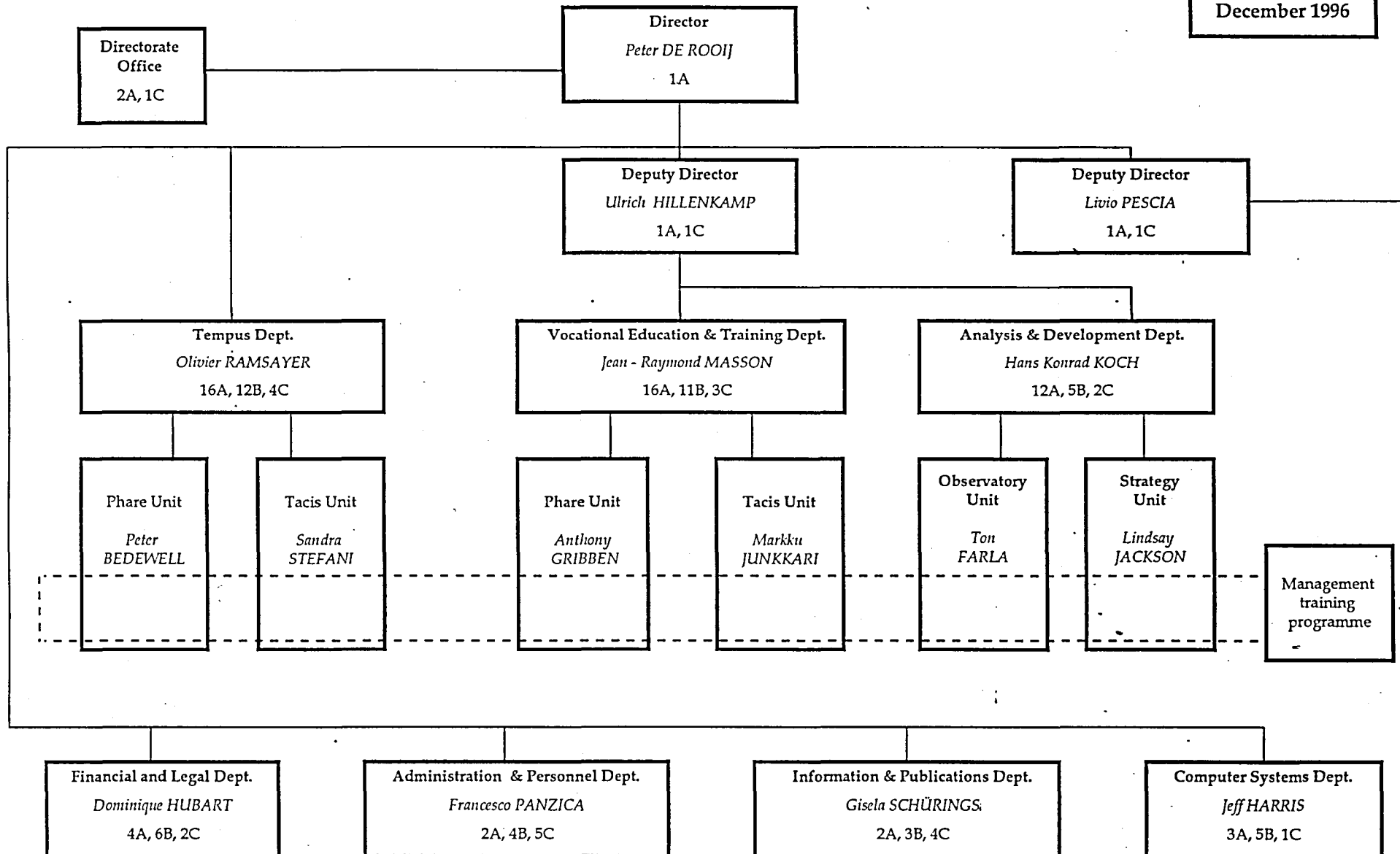
On the software development side the most notable achievement was the creation, testing and implementation of the Foundation's corporate database which brings together all Foundation departments under one umbrella system for the management of names, addresses and useful information about key Foundation contacts and networks such as the National Observatories, the Advisory Forum etc. Moreover, it is capable of drawing up short lists of vocational training organisations by expertise in sectors and countries.

ANNEX 1

THE FOUNDATION'S ORGANISATIONAL STRUCTURE

EUROPEAN TRAINING FOUNDATION: Organigramme

December 1996



ANNEX 2

**LIST OF EVENTS ORGANISED IN 1996 BY
(OR INVOLVING) THE FOUNDATION**

TITLE	VENUE	DATE	SOURCE
Governing Board meeting	Torino, Italy	12.02.96	European Training Foundation
Role of vocational education and training in transition in Belarus	Minsk, Belarus	12-13.03.96	European Training Foundation
Vocational education and training in the Baltic region - importance of European cooperation	Tallinn, Estonia	22-23.04.96	European Training Foundation
Promoting cooperation on Vocational education and training in the Balkan region	Sofia, Bulgaria	10-11.05.96	European Training Foundation
Inter-Ministerial conference on Training for Enterprise	Torino, Italy	28.05.96	Italian Presidency
Towards Closer Cooperation, Donors Workshop	Torino, Italy	06-07.06.96	European Training Foundation/ILO
Advisory Forum meeting	Torino, Italy	10-12.06.96	European Training Foundation
Start-up conference for Pilot Project North-West Russia	St Petersburg, Russian Fed.	17.06.96	European Training Foundation
Phare National Observatories meeting	Torino, Italy	27-28.06.96	European Training Foundation
Phare Management Unit meeting	Trento, Italy	28.06.96	European Training Foundation
National Tempus Office / National Contact Point workshop	Roma, Italy	18-20.07.96	European Training Foundation

TITLE	VENUE	DATE	SOURCE
National Tempus Office meeting	Torino, Italy	12-13.09.96	European Training Foundation
Qualification Challenges in the partner countries and Member States	Torino, Italy	26-27.09.96	European Training Foundation
Managing Economic Transition	Brussels, Belgium	01-03.10.96	Touchstone
Governing Board meeting	Torino, Italy	14.10.96	European Training Foundation
National Tempus Office meeting	Torino, Italy	17-18.10.96	European Training Foundation
Staff Development training session	Torino, Italy	4-14.11.96	European Training Foundation
Plenary meeting of all Phare National Observatories	Torino, Italy	06-08.11.96	European Training Foundation
Advisory Forum Chairpersons and Experts meeting	Torino, Italy	11-12.11.96	European Training Foundation
National Tempus Office meeting	Torino, Italy	14-15.11.96	European Training Foundation
Partner Conference Uzbekistan	Tashkent, Uzbekistan	17-19.11.96	European Training Foundation
Phare Management Unit meeting	Dublin, Ireland	23-28.11.96	European Training Foundation

ANNEX 3

**BREAKDOWN OF THE CONVENTIONS MANAGED
BY THE FOUNDATION IN 1996**

COUNTRY	PROGRAMME TITLE	CONVENTION NO.	BUDGET	DISBURSED 31/12/96
Czech Republic	Vocational education and training reform	CZ9305	4,000,000	3,215,836
Estonia	Vocational education and training reform	ES9409	3,000,000	1,244,163
Latvia	Vocational education and training reform	LA9408	3,000,000	2,069,795
Lithuania	Vocational education and training reform	LI9410	4,000,000	2,048,079
Poland	Vocational education and training reform	PE9416	4,000,000	3,442,759
Romania	Vocational education and training reform	RO9405	25,000,000	10,491,487
Slovak Republic	Vocational education and training reform	SR9403	4,000,000	1,144,220
Slovenia	Vocational education and training reform	SL9405	3,000,000	1,803,197
Albania	Vocational education and training reform	AL9506	700,000	
Estonia	Business and Higher Education, Language training	ES9502	1,700,000	641,435
Latvia	Business education reform	LE9502	1,000,000	122,237
Bulgaria	Management training	BG9315	1,399,000	
Bulgaria	Vocational education and training reform	BG9506	9,000,000	1,885,140
Phare multi-country	Staff development & Tempus technical assistance	ZZ9432	2,600,000	1,616,900
Phare multi-country	National Observatories	ZZ9407	1,000,000	339,016

* Funds actually paid out by 31.12.96.

COUNTRY	PROGRAMME TITLE	CONVENTION NO.	BUDGET	PAID 31/12/96
Phare multi-country	Higher Education	ZZ9520	3,500,000	64,000
Phare multi-country	Distance Education	ZZ9507	5,000,000	16,788
Phare	Tempus II Programme (1995-98)	Tempus II Phare	102,100,000	66,534,495
Phare	Tempus II Programme (1996-99)	Tempus II Phare	83,000,000	24,244,002
Phare	Preparatory measures	Leonardo	700,000	510
Tacis multi-country	Tacis National Observatories	93,0509	602,400	101,320
Tacis multi-country	Tacis National Observatories	96,5166	969,800	100,000
Tacis multi-country	Management training	96,5167	530,200	174,032
Tacis multi-country	Information, dissemination, monitoring Tempus	WW94.03	577,000	131,456
Tacis multi-country	Language training	96,5168	500,000	-
Tacis	Tempus II Tacis programme (1995-1998)	Tempus II Tacis	23,000,000	15,265,082
Tacis	Tempus II Tacis programme (1996-1999)	Tempus II Tacis	21,400,000	-
TOTAL			309,278,400	136,692,949

* Funds actually paid out by 31.12.96.

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