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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.

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PREFACE

I am delighted to present the second annual report of the European Training Foundation.

This report marks the first milestone in the Foundation's development. From a modest beginning in the summer of 1994, the Foundation had 95 staff in post at the end of 1995.

More importantly, I am now able to state that the Foundation is really operational, which was not the case at the time of writing the first annual report at the beginning of 1995. Thanks to the support of the European Commission, in particular, the Foundation is now implementing vocational education and training programmes on the Commission's behalf, particularly in the countries of Central and Eastern Europe. Moreover, following a period of reflection and investigation, we now have the Observatory in place mapping developments in vocational training in our Partner States in the east and identifying and compiling key data on sources of information of interest to all our partners. The Observatory is at the centre of a growing number of networks, the most important of which is the advisory forum comprising training experts from some forty countries as well as the major international organisations working in this field.

I should like to express my appreciation to the European Commission for the instrumental role it played in setting up the Foundation and in supporting and guiding the Foundation ever since as well as to the Member States for their support and encouragement. I look forward to continuing and strengthening the close ties that exist between us. I am indebted to the governing board for its unstinting support and particularly to the Chairman, Dr Tom O'Dwyer, who has done so much to make the Foundation a reality. Finally, I should like to thank the Italian authorities, particularly, the Piedmont region and the City of Turin, for being such generous and supportive hosts.

Peter de Rooij
Director

Torino, April 1996

EUROPEAN TRAINING FOUNDATION 1995 ANNUAL REPORT

INTRODUCTION

This is the second annual report of the European Training Foundation. The first annual report¹ covers the period spent preparing the establishment of the Foundation, that is, 1994.

The objectives of the Foundation are described in its founding regulation². 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.

Part 1 covers Personnel and Recruitment, Part 2 of this report describes in detail the activities carried out by the Foundation in its first year of operation whilst Parts 3 and 4 outline the work of the two statutory bodies foreseen by the regulation, the governing board and the advisory forum. Information on the Foundation's budget and expenditure in 1995 is contained in Part 5.

¹ COM (95) 388 final (ISBN92 - 77 - 926026 - 3)

² 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 - PERSONNEL AND RECRUITMENT AND INFRASTRUCTURE

- 1.1. An ongoing recruitment exercise was carried out by the Foundation throughout 1995. Over 1 300 Curriculum vitae's were processed and some 1 000 candidates received negative replies. The Personnel and Administration Department organised some 200 interviews so that by the end of 1995, 118 staff had been recruited of which 95 were in post by 31 December 1995 with the remaining 23 due to start work in the early 1996. Only 12 posts remained to be filled to bring the Foundation up to its full complement of 130 posts as approved by the governing board.
- 1.2. Table 1 below sets out the number of staff in post by grade and nationality at 31 December 1995.

Staffing situation at 31 December 1995

Nationality	A	B	C	Total
Austria	1	-	-	1
Belgium	4	8	3	15
Denmark	1	-	1	2
Finland	1	1	-	2
France	5	5	3	13
Germany	6	1	3	10
Greece	2	-	-	2
Ireland	2	1	2	5
Italy	7	11	-	18
Luxembourg	-	-	-	0
Netherlands	3	3	-	6
Portugal	1	-	-	1
Spain	2	3	-	5
Sweden	-	-	2	2
United Kingdom	6	5	2	13
GRAND TOTAL	41	38	16	95

- 1.3. The organisational structure of the Foundation as adopted by the governing board in September 1995 is contained in Annex 1.

- 1.4. The Foundation's offices are situated within a large complex on the hillside above the town of Turin provided by the Italian authorities at a nominal rent for thirty years. The building, required radical refurbishing to be able to house the 130 staff envisaged for the Foundation. The building programme has and still is being effected in phases with the final phase due for completion in mid-1997. By 2 January 1995 the Foundation was able to provide office space for 73 people. A second area was made available to the Foundation at the end of April 1995 with further office space and meeting rooms becoming available by the end of April 1996. As an interim solution, some offices were rented from the adjoining hotel. A warehouse was also rented to provide badly needed storage space until archive space was due to become available in mid-1997.

PART 2 - EUROPEAN TRAINING FOUNDATION'S ACTIVITIES IN 1995

- 2.1. As indicated above, the Foundation only began its operational activities in 1995 with the first wave of 60 staff taking up post in Turin in January.
- 2.2. The Foundation's activities in 1995 were defined in the work programme which was adopted by the governing board at the end of 1994. These fell into the following main categories:
 - # the Observatory;
 - # projects in the vocational education and training (VET) field in the Phare and Tacis countries;
 - # providing technical assistance for the Tempus programme³;
 - # the management training programme.

Achievement in each of these areas is described below.

A. THE OBSERVATORY

- 2.3. The concept of the Observatory evolved gradually over a period of months at the start of 1995. The Foundation benefited from the advice of a number of external individuals and organisations with experience of Observatory-type work.
- 2.4. Work began in 1995 with the definition of needs for information advice and exchange of experience and a commitment not to duplicate work undertaken by others in the field. Early contacts were made with key international partners - the World Bank, the ILO, OECD, CEDEFOP, EBRD, UNESCO and the relevant services in the European Commission to establish the state of play on their related work. At the same time, preliminary analyses and discussions took place with key potential customers to ascertain their precise information needs. As a result, the Foundation decided that the Observatory should focus in 1995 on a number of priority needs:

³ TEMPUS (Trans-European cooperation scheme for higher education) Council Decision (EEC) n° 246/93 of 29 April 1993 (OJ L112/34)

- # establishing and analysing reliable basic data on vocational education and training in each of the Partner States in order to support national policy making and reform planning at the level of programme and project-based assistance. This led to work starting on the setting up of structures for National Observatories for the gathering, analysis and dissemination of data;
- # the setting up of networks and networking instruments to encourage the exchange of information and best practice among the Partner States as well as east-west;
- # the design and implementation of databases to provide partners with specific information on the key players in a given area - e.g., experts and expert institutes on a given subject or country, the state of play as to the vocational education and training system and its links with the labour market;
- # improving the effectiveness of international co-operation by encouraging co-ordination especially by pooling human and financial resources on the basis of key information on both bi- and multilateral co-operation in vocational education and training between Partner and Member States.

2.5. The main achievements of the Observatory are listed below:

a) *Developing the concept of National Observatories*

The National Observatories are intended to provide the Partner State and the Foundation with information and analysis on developments in vocational education and training and in vocational education and training related issues. Three pilot projects were agreed with the national authorities in Albania, Hungary and Latvia, in order to build up experience for the implementation of National Observatories in all Partner States in 1996. This included work on the conceptualisation of the National Observatory, the development of a regular monitoring system for the pilot project itself, the identification of information needs in the Foundation and the first outline of a reporting system. Preparatory work also began on setting up National Observatories in the New Independent States (see para. 2.13 for further details) with the Foundation signing a convention with the Commission in September 1995 (ECU 600 000) for the first phase.

In order to identify institutes which might act as National Observatories, missions were made to Belarus, Moldova, Ukraine, the Russian Federation, Kazakhstan, Kyrgyzstan and Uzbekistan. In these countries the Foundation and its activities were introduced to a wide range of Ministries, institutes and key actors in vocational education and training. In the Russian Federation and in Belarus institutions were identified which would act as National Observatories.

b) Vocational education and training studies

Background information on the vocational education and training system in each Phare Partner State and their specific needs was compiled through the pilot project on vocational education and training the first phase of which was co-ordinated by the CIBB in the Netherlands. On the basis of this information, a cross-country analysis was made which outlines common trends and key issues in each country. This information will in future be updated regularly by the National Observatories, and finally transformed into an action-oriented framework of data for further development of vocational education and training reform taking into account legislative, labour market and sectorial developments.

c) Glossary

As a follow-up to the advisory forum's recommendation in June 1995 to produce a glossary of training terminology, the Observatory commissioned the "Bundesinstitut für Berufsbildung" (BIBB) in Berlin to prepare a feasibility study, to look not only at the terminology used in the different vocational education and training systems, but also at different glossary concepts. The first aim of this pre-study was to come up with an inventory of already existing glossaries, key actors and potential users, material on glossary development, and a description of these different attempts. The study was due to be completed at the end of March 1996.

d) Databases

In this context the Observatory commissioned a feasibility study on the implementation of an expert Database (Interactive Network). This included:

- # an analysis of needs and requirements of the different potential users;
- # analysis of existing databases at the Foundation and other organisations which might be suitable for integration into the planned information system;
- # the determination of further suitable databases and sources of information; and
- # the development of a concept for an information system on experts/institutions, projects and countries including several alternatives for its realisation.

The study, which was due to be completed in January 1996, forms the basis for the implementation of the software development strategy in the Observatory.

B. VOCATIONAL EDUCATION AND TRAINING ACTIVITIES

Central and Eastern Europe

2.6. A number of conventions were signed between the Commission and the Foundation to enable the Foundation from March 1995 onwards to implement a range of vocational education and training reform programmes previously agreed in the framework of the Phare programme. These programmes, which were designed to kick-start reform of the vocational education and training systems in the Partner States concerned, are listed below:

		Amount in ECU
Romania:	Phare Vocational Education and Training Reform Programme	25 000 000
Czech Republic:	Phare Human Resources Development Programme	4 000 000
Slovakia:	Phare Vocational Education and Training Reform Programme	4 000 000
Estonia:	Phare Vocational Education and Training Reform Programme	3 000 000
Latvia:	Phare Vocational Education and Training Reform Programme	3 000 000
Lithuania:	Phare Vocational Education and Training Reform Programme	4 000 000
Poland:	Phare Improve Programme	4 000 000
Slovenia:	Phare Vocational Education and Training Reform Programme	3 000 000

2.7. All programmes are based upon a bottom-up approach where selected pilot schools in each country undertake a number of reform and development measures which will then be evaluated to determine best policy and practice at the national level, feeding through to the remaining schools in the country. The core areas of focus are:

- # curriculum reform and development;
- # promoting links with EU vocational schools;
- # re-training of teachers;
- # infrastructure and equipment to meet modern curriculum requirements.

- 2.8. In addition, the Foundation signed a convention with the Commission to implement a multi-country initiative, the Phare Staff Development Programme (MECU 1.4). The programme which aims to develop policy awareness and discussion amongst key actors in the vocational education and training field in all Partner States (public and private sectors, administrations, social partners) was launched in July 1995 with a high level meeting in Turin bringing together key figures in the vocational education and training field for discussion and agreement on programme content, design and implementation. National networks were then established in all Partner States. Finally in November 1995, a procurement exercise resulted in the identification of a consortium of training organisations from Italy, the Netherlands, France and Germany to implement the training and study visits in 1996 which form the crux of the programme.
- 2.9. The Foundation also assisted the Commission with a number of fact-finding and needs identification missions to Albania, Former Yugoslav Republic of Macedonia, Bulgaria and Slovenia either as part of programming or intelligence-building exercises. This involved helping the Commission to elaborate specific proposals for funding.
- 2.10. Meetings aimed at promoting co-operation between Partner States in a regional context as well as between Partner States and EU Member States, were initiated in 1995. The first of a series of regular meetings bringing together all PMUs was held in Turin in March 1995. This meeting, which involved the European Commission, defined the role and responsibilities of the Foundation in the Phare vocational education and training reform programmes and determined the objectives of future meetings. Two further PMU meetings took place - one in Bled in Slovenia in June 1995 and in Madrid in December 1995.
- 2.11. In Autumn 1995, initial discussion took place between the Foundation and the Commission regarding the Foundation's contribution towards preparing the associated states to participate in the Leonardo programme. It was agreed that the Foundation would support the Commission through the following three activities:
- # elaboration of country specific dossiers identifying national priorities;
 - # organisation of thematic conferences; and
 - # support for the development of Leonardo partnerships which combine vocational education and training institutions from the associated states and from the European Union.

All three actions were due to begin in 1996.

Legal Training programme

- 2.12. A pilot study on legal training concerning Romania and Poland was commissioned from the International Development Law Institute in Rome from the Foundation's own budget. The study, which was prepared by local experts from the countries concerned, provides an overview of the major reforms introduced in the judicial system during the last six years, draws up an inventory of the institutional framework and the situation in the field of training for legal and paralegal professions and aims 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.

New Independent States and Mongolia

- 2.13. In June 1995 the Russian Ministers of Education and Labour visited the Foundation in Turin. One outcome was the agreement on a pilot project on reforms in vocational education and training. In September 1995 it was agreed with the Austrian, Flemish and Dutch Ministers of Education to work together on a project in the north-west region of the Russian Federation. Austria, Finland and Germany subsequently decided to participate. In November a wide-ranging consultation was organised in St. Petersburg with representatives of education institutes and companies from four sectors: telecommunication, tourism, transport and wood processing. The pilot project was due to start in 1996.

C. TEMPUS

- 2.14. The Foundation assists the European Commission in the implementation of the Tempus programme for university co-operation between the European Union and the Partner States. In 1995, projects were launched with a total value of MECU 102.1 for Phare Partner States and MECU 23 for Tacis Partner States bringing the total amount invested by Tempus in the reform of higher education systems in the Partner States to MECU 519.1 from Phare since 1990 and MECU 48.1 from Tacis since 1993.

Overview of Tempus activities in 1995

a) Selection support activities

- 2.15. The Foundation implements all activities leading to the final decision by the European Commission on projects to be supported under Tempus. The Foundation's activities are varied, from registration of bids, to the provision of technical quality assessments, to information and feedback for successful and unsuccessful applicants. The selection processes are highlighted below:

Tempus-Phare

- 1) Joint European Project (JEP) 1995: Period from 1 September 1995 to 31 August 1998, number of applications received: 930. Final number of projects supported: 229.
- 2) Individual Mobility grants (IMG): In 1995 only East-West Grants were awarded for which a fair share of the technical assistance is ensured by National Tempus Offices. Two selection rounds were carried out:
 - Round 1: Period from 1 September 1995 to 31 August 1996, number of applications received: 1065. Final number of project supported: 686.
 - Round 2: Period from 1 January 1995 to 31 August 1996, number of applications received: 874. Final number of project supported: 585.
- 3) Complementary measures (CME): two rounds of selections operations were carried out:
 - Round 1: Period from 1 October 1995 to 30 September 1996, number of applications received: 222. Final number of project supported: 78.
 - Round 2: Period from 15 April 1996 to 14 April 1997, number of applications received: 38. Final number of project supported: 22.

Tempus-Tacis

- 1) Pre-Joint European Projects: Period from 1 September 1995 to 30 November 1996, number of applications received: 439. Final number of project supported: 87.
- 2) Joint European Projects: Period from 1 September 1995 to 31 August 1998, number of applications received: 97. Final number of project supported: 31.

b) Contract management

- 2.16. 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 National Tempus Offices operations and Joint European Networks (JEN) and IMG selection operations carried out in 1994.

c) *Project monitoring and follow up*

- 2.17. An intensive programme of monitoring visits, carried out by the EC Tempus Office and/or National Tempus Office representatives, was launched at the end of 1994 and continued during 1995. The programme involved a total of 130 visits to all the Phare countries and 55 to the Tacis countries, the latter mainly performed by the Tempus Information Unit in Moscow.

D. MANAGEMENT TRAINING PROGRAMME

- 2.18. 1995 was a preparatory year in respect of management training activities. During that period the Foundation worked on plans for a management training programme to be implemented in 1996. The draft programme was approved by the governing board in September 1995 thus providing the Foundation for a framework in which to place the different actions foreseen in the management training field.

E. EUROPEAN TRAINING FOUNDATION'S PUBLICATIONS IN 1995

- 2.19. The Foundation produced a number of general publications in 1995 as follows:

- # First version of the Foundation information leaflet '95 in 12 languages,
- # General Foundation information leaflet (English and Italian),
- # "ETFacts" newsletter, versions 1 and 2 (English, French, German and Russian),
- # The European Training Foundation Annual Report (in all EU languages),
- # Information fiches were also prepared in draft form for six of the country-specific Phare vocational education and training programmes

In addition, the Foundation provided the European Commission with technical assistance for the preparation and production of a number of Tempus publications.

PART 3 - THE GOVERNING BOARD

- 3.1. The governing board is made up of one representative from each Member State as well as two representatives from the European Commission. Mr O'Dwyer, Director General for Education, Training and Youth chairs the board. The director of the Foundation is responsible for preparing and organising the work of the board. He is accountable to the board for his activities and attends its meetings.
- 3.2. Two governing board meetings were prepared and organised by the Foundation in 1995 in Turin: one on 14 February and the other on 25 September.
- 3.3. The fourth meeting of the governing board took place in Turin on 14 February. The board took note of, and offered advice and guidance on, the following issues which were reported on by the director:
 - # the Foundation's plans in the field of vocational training (including a specific programme of management training) and for the Observatory;
 - # the results of the first advisory forum in October 1994;
 - # the Foundation's recruitment exercise and current staffing situation;
 - # the Foundation's information and communications strategy;
 - # the progress in the building programme for the Foundation's offices;
 - # the main activities of the Tempus programme the implementation of which had been taken over by the Foundation on 3 January 1995 on behalf of the European Commission.
- 3.4. In addition, the board took the following decisions:
 - # it approved the director's request to carry forward unspent funds amounting to ECU 325 000 from the 1994 to the 1995 budget;
 - # it adopted the draft 1995 budget (total MECU 11);
 - # it approved the draft 1996 budget totalling MECU 18;
 - # it approved the nomination of Ms. Véronique Frutsaert as Assistant Accounting Officer of the Foundation.

3.5. The board met again on 25 September 1995 when it noted the following reports made by the director:

- # the results of the second advisory forum held on 12-14 June 1995;
- # progress in recruitment.

3.6. The board also took a number of decisions:

- # it approved the draft 1996 work programme subject to certain amendments;
- # it gave a discharge to the director in respect of the 1994 budget expenditure;
- # it approved an amended draft budget for 1995 amounting to MECU 10 (following the lifting of MECU 1 of the MECU 2 placed in reserve by the European Parliament);
- # it approved the Foundation's request to transfer up to a maximum of ECU 200 000 from Title 1 to Title 2 of the 1995 budget and up to a maximum of ECU 600 000 from Title 1 to Title 3.

PART 4 - THE ADVISORY FORUM

- 4.1. The advisory forum held its second meeting on 12-14 June 1995 in Turin. The forum discussed the 1996-1998 work programme of the Foundation and the reports of the four sub-groups on the following issues:
- # the financing of vocational education and training;
 - # the role of the social partners in the development of training;
 - # the development of qualifications standards; and
 - # the roles and responsibility of key players within continuing education (including management training).
- 4.2. Members confirmed the value of the sub-groups and recommended they be further strengthened. In particular, they decided to:
- # continue with the same Chairman and membership of each sub-group for a further twelve months;
 - # refine further the themes as follows:
 - systems for the funding of vocational education and training within a decentralised system,
 - the role of the social partners in the development of training, including management training, within a market economy,
 - standards in relation to assuring quality in the national and transnational context with special reference to the "vocational" and "modular" models,
 - roles and responsibilities of key actors in continuing training with special attention to the regional setting;
 - # engage the services of an expert (subject to the agreement of the Chairman) to help with the preparation of papers and meetings of the sub-groups;
 - # expand the sub-groups to 20 members each so as to include all advisory forum members subject to the approval of the governing board and available funding; and
 - # convene one meeting of each of the sub-groups before the next advisory forum.
- 4.3. The advisory forum gave a favourable opinion on the draft work programme and made many suggestions for the Foundation's future work. The Foundation subsequently incorporated a number of these in the revised version of the work programme which it submitted to the governing board for approval at its meeting in September 1995.

PART 5 - 1995 BUDGET

A. THE 1995 BUDGET

Budget and management of operational funds

- 5.1. The Foundation was allocated a budget for the 1995 financial year amounting to MECU 11. The European Community's budgetary authority, however, released the Foundation's subvention only gradually, that is, MECU 9 at the beginning of 1995, MECU 1 in July and MECU 1 in mid-November 1995. This timetable made budget implementation and operational planning very difficult. In addition, major uncertainties arose during the autumn over the 1996 budget. These factors prompted the Foundation to delay a number of staff appointments (at 31 December 1995, of the 118 people recruited, only 95 had actually taken up post). Despite this reduced workforce, the Foundation was able to significantly increase its operational activities incorporated under Title 3 (mainly by pressing ahead with the implementation of the 1996-1998 work programme). In budgetary terms, this was made possible by transferring some of the unused appropriations from Title 1, in accordance with the authorisation given by the governing board at its meeting on 25 September 1995.
- 5.2. To sum up, expenditure in 1995 is set out in Table 1 overleaf:

1995 Expenditure - Table 1

Final appropriations for the 1995 financial year	ECU	11 000 000.00
Utilisation of appropriations		
Commitments	ECU	10 079 445.79
Payments	ECU	8 094 259.68
Appropriations to be carried forward automatically	ECU	1 985 186.11
Appropriations to be carried forward by the governing board decision	ECU	142 370.00
Appropriations cancelled	ECU	778 184.21

The 1995 budget execution is described below.

B. MANAGEMENT OF OPERATIONAL FUNDS

- 5.3. 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.
- 5.4. At 31 December 1995, the situation was as follows:

Programme	Total grant (ECU)
Single country Phare conventions	
CZ-93.05	4 000 000
ES-94.09	3 000 000
LA-94.08	3 000 000
LI-94.10	4 000 000
IMPROVE PL-94.16	4 000 000
RO-94.05	25 000 000
SK-94.03	4 000 000
SL-94.05	3 000 000
Multi-country Phare Conventions	
ZZ-94.32	2 600 000
ZZ-94.07	1 000 000
Multi-country Tacis conventions	
WW 93.05	602 400
WW 94.03	577 000
TOTAL	54 779 400

These budgets are executed according to the specific rules mentioned in each of the conventions and, more generally, in accordance with the overall Phare and Tacis procedures.

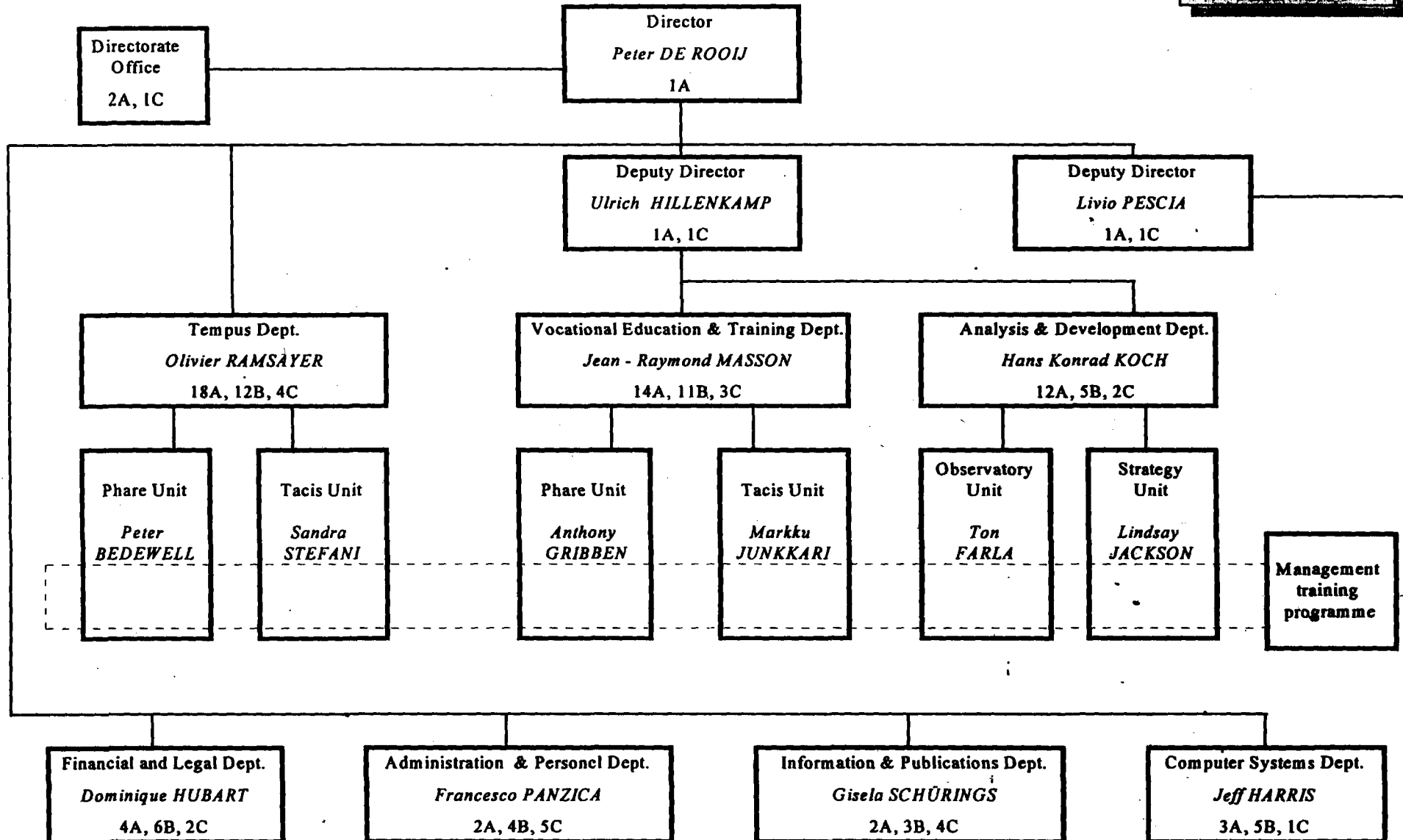
C. AUDITS

- 5.5. In 1995, the Foundation was audited three times by the financial controller: twice on the general budget and once for Phare and Tacis budgets. The Foundation's 1994 accounts were also audited by the Court of Auditors.

ANNEX 1

**THE FOUNDATION'S
ORGANISATIONAL STRUCTURE**

EUROPEAN TRAINING FOUNDATION : Organigramme



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